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BRASS HAT
OR
EXECUTIVE



Brass Hat OR EXECUTIVE

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The Personnel Institute, Inc.

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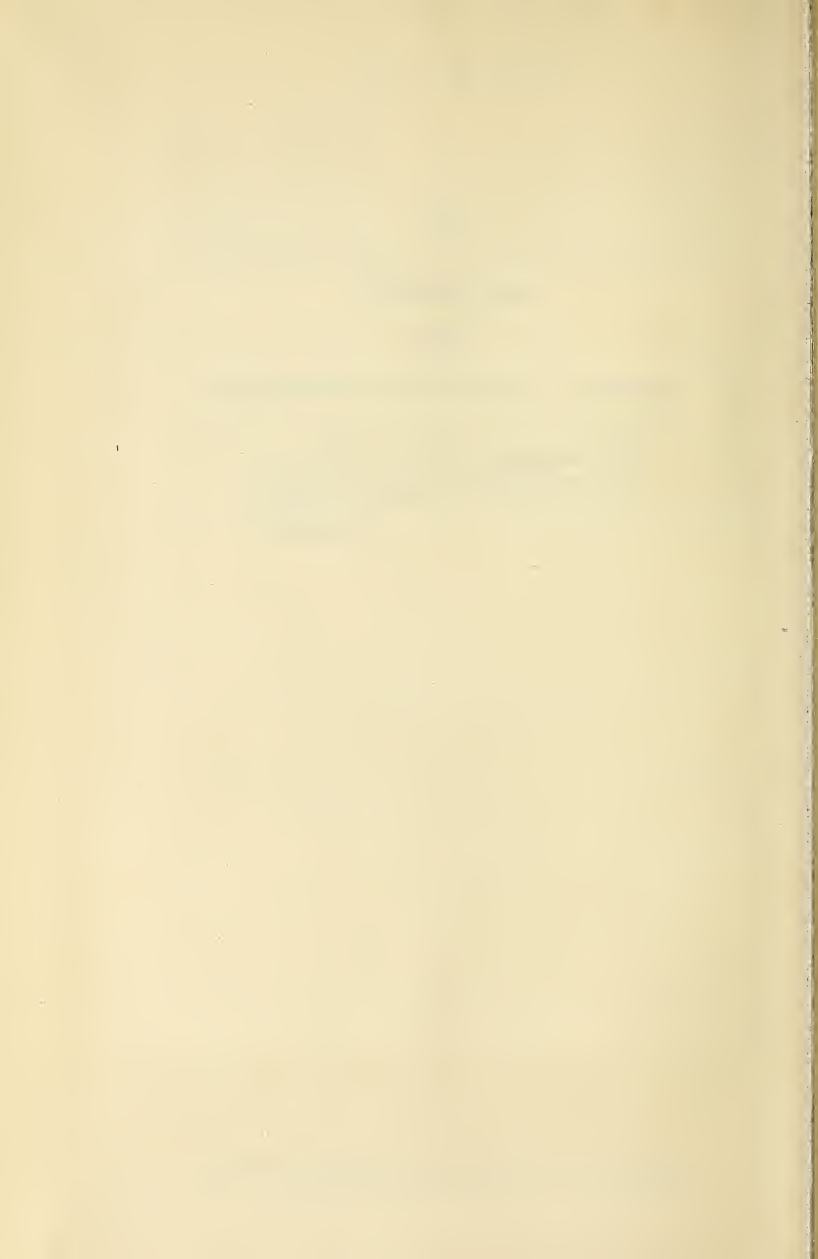
MY MOTHER

AND

GEORGE H. AND FANNY B. MARCHANT

*"Fit language there is none
for the heart's deepest things"*

—LOWELL.



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Introduction

Hundreds of psychologists have advanced theories on what constitutes acceptable and progressive executive conduct in business and industry. Some—like Link, Reilly, Strong, Dichter, Laird, Whitney, Henry, Cleeton, O'Connor, Mason, and others—have had the benefits of experience in actual employment in business and industry to guide and temper their findings under practical application. They have managed to catch the “feeling tone” of business—experienced the vagaries of motion and mind as well as the good sense encountered in fellow employees, supervisors, executives, and policy-makers.

Too many others have offered their findings from humanities laboratories secluded behind ivy-covered walls where their findings have been limited to experiences with the immaturity of student bodies.

Similarly, from their ivory towers decorated with red tape, without the proper experience to guide their dictums, many political officeholders have issued theories on how business and industry should be run. We have thus run a gauntlet of crack-pot experiments that has left in its wake many unfavorable and unjust impressions of business and industry, and of the men who run them. But no matter how unfair or unjust—the only solution is renewed emphasis by executives on the proper applications and conduct to counter such unfavorable impressions and create more favorable reactions.

This book is not a thesis on how to operate business or industry. On the premise that any or all progress starts with the individual before it can influence group motivation or have any influence on mass thinking, the author offers this book as a thinking guide for the individual executive. It is hoped that if the shoe pinches he will change for better, and if the words substantiate his own conduct and attitudes, he will steadfastly hold to his course no matter who may try to influence him contrariwise.

However, with the increasing influence of good, and bad, education on the public mind through the mediums of our schools, colleges, public press, trade press, radio, television, community forums, and the like, the dividing lines between *sound theory* and *existing practices* in executive conduct and attitudes *must* be even more sharply narrowed and eventually eliminated—if such is possible. There are two very sound reasons for this statement which every businessman, every management man, will recognize:

1. The public generally respects, reveres, and accepts opinions from its educators, and in many cases from its favorite political leaders. It has seldom been influenced by propaganda in any other direction. It will, therefore, frequently even *believe untried or insincere theory*.

2. The public has been for years consistently propagandized to the effect that businessmen are vicious, stubborn, and desirous of exploiting their employees and their markets; that they are greedy for unhealthy profits; that they are selfish products of paternalism or inheritance, inefficient, and not in the least interested in the public welfare. Therefore, the public will frequently even *distrust proven sincerity*.

The brass hat type of inflexible, egotistical, memo-writing, bluffing, executive will contribute much to the continuance of this kind of public education; and no amount

of counteractive public relations can hope to alter the wrong opinions, wherever they exist, to any great degree. The diminishing differences between enlisted personnel and our commissioned personnel in our armed forces is only another step in public education which serves to re-emphasize the other parallel—the unacceptability of brass hats in business and industry.

Progressive executives are a real need. They are the men in management circles—from middle-level supervisory responsibility to policy-making authority—who have to carry the corrective educational ball to their employees on the inside and to the general public on the outside.

It would have been impossible to write *Brass Hat or Executive* without the unselfish co-operation of many progressive executives in all levels of management and engaged in many different phases of business and industry. As an experienced businessman, the author believes in “going straight to the horse’s mouth”—to men who have proved their right to the label “Progressive Executive”—and thus bring into being a usable contribution to executive self-analysis and subsequent improvement; to bring into being a working guide for the younger elements in business and industry who eventually will become top-level management executives.

My sincere appreciation therefore goes to the following men for their contributions in time, effort, thought, and personal interest to the making of *Brass Hat or Executive*.

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Andrew J. Haire, President, The Haire Publications.

The stimuli and encouragements from such executives helped the author to tackle the job of writing this book. There is no intention of telling you what to do, though a few brass hats may interpret the suggestions and advice as presumptive, and so beneath their attentions. It is purely a matter of putting on paper the right *vs.* the wrong kind of actions experienced with brass hats *vs.* progressive executives and some corrective measures which may be applied. I invite all executives, and all those who hope to become executives, to accompany me through its pages and accept or reject according to their personal requirements and experiences.

I wish also to acknowledge the co-operation of the American Management Association, Inc., Harper Brothers Publishers, and *Your Life Magazine* for their permission to use material from their publications.

L. F. M.

BRASS HAT
OR
EXECUTIVE



CHAPTER 1

Brass Hat or Executive?

Where this story originated I do not know. Whether it is true, or not, is of little importance. That the yarn is so believable, so weighted with big-shot frailties comparable to those I have been observing in top-level management circles, is reason enough for me to select it for a starting point for this book.

During World War II, a Navy seaplane was carrying an impressive cargo of top brass—both Army and Navy officers. During the flight, and close to its termination, one of the generals went forward to the Navy pilot and asked if he might fly the ship part of the way.

“Certainly, Sir,” the young pilot agreed. “In the air she handles just like any other plane.”

The general took over the controls from the co-pilot and did a very fine job of piloting the ship. Very shortly thereafter they arrived over their destination, a combination air-strip for land-based planes and seaplane base. Automatically, the general circled the air-strip and nosed the big ship down for a landing. The Navy pilot coughed discreetly, leaned over toward the general, and in as low a voice as he could use and still be heard, he said, “If I might make a suggestion, Sir, I think this boat would be more comfortable if we land her on the water.”

The general quickly leveled off and returned control of the flying boat to the Navy pilot. After a smooth landing

and the seaplane had been taxied to her mooring, the general spoke to the pilot. "Thank you for your tact in preventing me from making a silly and dangerous blunder," he said.

Then, completely surprising the pilot out of any chance to reply, the general opened the hatch *and stepped out into thirty feet of water!*

Unfortunately, most supervisory or executive personnel seldom have their blunders brought home to them so effectively as was the case with the general. But that they commit such silly blunders in action and judgment, in the face of frequent signs and warnings, is a plain simple matter of fact and record.

The term "Brass Hat" is purely military in origin and indicates authoritative rank. Military law prescribes the punishment for violations of discipline and conduct of personnel—regardless of rank—but it is always the brass hats who administer it. Generally, these functions are a matter of routine and regulation, inflexible in their application and administration. But in civilian business life, where primary consideration must be given to competition and to the fact that personnel is not bound under law to serve any employer, executive leadership must hold the reins for successful results. Brass hats may be found in large quantities, but wherever I have located them, they have been a drag on progress, a sore spot in employer-employee relationships, and have a bad counter-effect to the best public relations any firm may devise.

Among the many executives I have contacted for opinions and suggestions on the matters discussed in this book, I can think of no better opinion here than the one offered by John A. Zellers, Vice-President of Remington Rand, Inc. He stated, "In expressing an opinion regarding 'Brass Hats vs. Executives' it may be somewhat presump-

tive thus to sit in judgment on my fellow man, but my opinion has been for a long time that a man who knows his job and is sure of himself is seldom if ever a 'Brass Hat.' The 'Brass Hat' is almost always a man who is doubtful of his own competency; hence he tries to cover his self-admitted inadequacy by bluff, noise, bluster, and a defensive false front. Incompetency and cowardice thus seek to protect themselves. In fact, it might be called protective coloration. He who has the goods and knows it, does not worry about his job or about anybody else. He just does his work because it comes naturally to him and he cannot be vain about it. Therefore he remains human with his fellows and does not too seriously take the compliments that inevitably flow to those who so acquit themselves as to arouse the admiration of others. Thus he becomes a 'real executive.' "

A great many books have been published on how to achieve success. One of the great voids seems to be in material for supervisory and executive personnel—not to tell them how to be more successful, but to point out how they can maintain a successful position in life. That is frequently a great deal more difficult than achieving it in the first place.

Let me cite a few examples of men who managed to win their way to places of importance in business, but who threw away their own security in the heady wine of success when they became brass hats instead of achieving the status of executive.

Here is a true incident occurring in a public relations firm serving a large account which represented a major percentage of their annual gross business. The man heading the operation on that account was a vice-president whose ability was never questioned. Under his direction were

several men charged with contacting the account and keeping everyone satisfied.

One day a complaint came from the client to the effect that one of the contact men had refused to write some letters for one of their department heads. The man was completely justified in refusing because it was entirely outside of business requirements. The vice-president viewed the matter in a different light. He did not investigate the details of the complaint but summarily dismissed the man from his employ. Then he called in his other associates, and proceeded to strip the dignity from their jobs with this statement, "If you don't want to be fired, you will clean out the spittoons if the client wants you to!"

That stupid statement was the beginning of the end of the entire staff—they all obtained new connections. It was an example of brass hat actions, inflexible in application and administration, rather than executive leadership. The vice-president is no longer a vice-president. I do not know if he has another job. I do know that he disturbed the security and well-being of every employee in the company, one of the primary responsibilities on the shoulders of an executive, and threatened the financial security of the company itself. It all started with one statement!

In an American Management Association's annual personnel conference, William E. Henry, assistant Professor of Psychology of the University of Chicago, reported on a study of three hundred executives in companies with widely diversified operations that *desirable personality traits rather than specific skills make a successful executive*.

For several years I followed the career of a young man employed by a large manufacturing organization. Bob prepared a great quantity of the sales promotion material and handled many of the details of the firm's advertising department under the direction of the advertising manager.

He was quiet and unassuming. Everyone seemed to like him, thought his work effective, and considered his presence an asset to the department.

There was quite a stir one day when the advertising manager announced his resignation to take a new job. The usual happened—there was much jockeying and speculation for job of ad manager; the executives of the company were confused; there was much good talent available for the job. Selecting the new man was deferred until the work began to pile up and necessitated some action. The firm's advertising agency finally stepped into the picture, and on the basis of observations made by their executives, they recommended that Bob be advanced to the vacancy.

I am sure you like Bob from my description so far. Indeed, everyone did. Yes, as a routine and detail man he was fine. But his appointment to the post of advertising manager did something to him. Somehow it warped his thinking. For the first two weeks he said little or nothing, and everyone put it down to the re-orientation period. That was good behavior. Then the bombshell exploded.

An agency man visited Bob's office with some rough layouts for a new campaign. Bob looked them over, handed them back to the agency man, and said, "Do these over and bring up some new ideas."

"But we haven't even so much as discussed *these* ideas!" the agency man exclaimed in astonishment. "These were prepared as a result of meetings between department heads and under Jim's instructions." (Jim being the recently resigned ad manager.)

"That doesn't cut any ice with me," Bob said, a stony hard look setting itself on his face. "I just want to show you agency boys that just because you recommended me for this job I'm not going to OK everything you bring up here and make life easy for you!"

You don't believe that? My friend, I was present when that episode took place, and you can take the entire incident as gospel truth. Bob didn't hold that new job more than a few months. As a brass hat he killed co-operation from the one group on which he should have relied to help him the most. He in turn could have helped himself by being an executive—or at least in trying to act like one.

Many officials see their title or office of authority as a license for inflexible action and behavior, and expect their position to give them inviolate security. They completely forget that the individual makes his own security and that no office is automatically protective except in a police state, and that it is questionable even there.

When a friend of mine was elevated to the office of vice-president of his firm, I sent him a note of congratulation. In his reply he wrote: "I always thought vice-presidents came to work at 10 and left at 4, and now I know it's true. Of course, it is only the brass hats who really do it regularly. They think they have to do it to give evidence of the fact of their importance. To them it is a badge of office. The real executive, and I hope I can live up to that title, does it when time permits and considers it a well-earned privilege not to be abused."

Brass hats have another failing. Many consider themselves safe from any criticism as a result of their actions or judgments. If they make an error, well—it is just something they can counteract at a later date. Too frequently, however, the counteractions are expensive and result in a rather rude awakening for the individual responsible.

There is the case of an eastern banking institution whose officials were beginning to be increasingly aware of union activities at the lowest level of salaried personnel. This comprised the messenger, runner, and guard services. The pressure finally became so acute that a special board meet-

ing was held to determine some countermeasures which might stave off unionization of bank personnel.

It was agreed, in a *hurried* session, that the personnel manager should draw up a new salary plan for the departments immediately affected and present these plans for approval the following week. He went to work. The plans were presented to the board in another hurried session, and approved. They were to take effect at the very next payday.

When payday came, the bank officials were thrown for a complete loss when union members appeared on the lines in front of the teller's cages and reminded the tellers that *now the runners, messengers, and guards were receiving several hundred dollars per year more in salary than tellers in more responsible positions!*

An incredibly stupid blunder in action and in strategy, yet this is a factual case. It actually happened! Brass hats in action instead of executive leadership on the march.

I have used these cases of what ought not to happen even though I know that many cases of right executive action could be presented. I did it because no matter how big an executive you may be, there is always the danger that complacency, smugness, self-satisfaction, security in or behind your office of authority, will blind you to your own frailties and make you more of a brass hat than a progressive executive.

The skilled artisan is most careful of the tools he uses. If he damages or mislays any one of them his whole performance may suffer. The wise executive is equally concerned about his intangible abilities to properly handle his responsibilities. He doesn't damage them through misuse, or "mislays" them through disuse. According to Alfred de Musset, "Perfection does not exist; to understand it is the triumph of human intelligence; to expect to possess it is

the most dangerous kind of madness." He might have added, ". . . but improvement is a sign of progress which requires no press agent."

"EXECUTIVE OPINION IS . . ."

"What is the difference between a brass hat and a progressive executive?"

THOMAS S. SITES, Assistant Vice-President, The Dime Savings Bank of Brooklyn, says: "The brass hat professes to believe in all the right executive behavior patterns but expects it to come to pass by the magic or the omnipotence or the infiniteness of what he considers to be his glorified position. He is an untouchable. The progressive executive believes in all the right executive behavior patterns and is willing to pitch in and work and sweat to bring it to pass. He realizes that it is up to him—his responsibility—and that it cannot be shunted off to others."

H. D. BUTLER, Director New York Region, International Correspondence Schools, states: "The main difference between the brass hat and the progressive executive appears to be that the brass hat type is dogmatic, bull-headed, ruthless, and determined to have his own way at all costs. He is a type of person who is inflexible, who has more or less a closed mind to any new ideas and does not care to brook any interference in his own ideas or plans. On the other hand, the progressive executive has a great deal of sympathy with people and an understanding of human nature. He has an open mind, is not only receptive but welcomes ideas and suggestions from his associates and subordinates. He will not take care of all details, but will surround himself with associates in whom he has confidence, who are competent and efficient, and to whom he

can delegate responsibility. He gives them a free hand to accomplish results in a progressive and humanitarian policy. I have in mind such an executive as James F. Lincoln, President of the Lincoln Electric Company. Anyone who has read his book, *Lincoln's Incentive System*, can see the wisdom of the opinions I have expressed here—reflections of that excellent work.”

CHAPTER 2

Keeping Your Eye on Tomorrow

New horizons are handy mental objects. They keep us interested in tomorrow, give us something to look forward to with anticipation. Executives frequently find themselves in a position where they are almost forced to believe that they have progressed just about as far as possible in their chosen fields. Such thinking is not uncommon, and one can hardly be blamed for it after the zest of battle for success seems to cease with the winning of our goals. Whatever the degree of your own success, have you ever considered why so few people make the grade against the many who remain in a lifetime activity of more or less stationary mediocrity?

Most people are like toy tops. They start life spinning furiously, they slow down in time, begin to wobble around a bit, and finally they topple over and die. They have never been anywhere, never accomplished very much, their lives had little or no direction, and at best they have but put a dent in one spot.

Executives, in order to reach their position, had to have a direction. They followed that goal; they finally made it. Some go on to even greater achievements—but what happens to the others?

My observations lead me to the conclusion that they discard their objective viewpoint and adopt a subjective attitude—begin spinning like those toy tops. They do this as a military brass hat would consolidate his position after

a battle. In business one cannot make his position secure by sand-bagging his office or locking the door. Nor can this be accomplished by developing a defensive shell against the day when a younger man will replace you.

As suggested by Peter Hilton, President, Peter Hilton, Inc., "The executive of today never deprives himself of new goals, new objectives. He recognizes that having achieved the degree of success he sought, he is in all likelihood *more narrowly specialized and proficient in his knowledge than is healthy*. His new goals, those new objectives, must then be to broaden his knowledge, his personal relationships—in fact, to broaden himself. Having arrived, he now has, or should have, the time to accomplish these new aims."

This is not inferring that any man can succeed without considering such self-education and improvement. I am stating that a man's occupational activities require, if he is to achieve his success, that he confine his personal improvement to the requirements of the job or career within much narrower confines than he may realize.

"There are various activities that the average executive should take to avoid being too narrowly specialized," confirms Herbert L. Stephen, Field Editor, *Printers' Ink*. "First, he should have a hobby as far removed from his vocation as possible. Second, he should read at least two diametrically opposite types of newspapers daily—and from mast head to the classified ads, always seeking out the unusual. He should be conversant with every bit of news within his industry, securing some of that information from his staff, and some from the sales staffs of his suppliers and the business papers dominant in his particular field. He should belong to various organizations, some of which that are frankly over his normal workaday life needs. In other words he must be constantly seeking information in new

fields whether allied to his industry, his hobby, or his home life. He should enjoy friendly controversy and constantly seek out new acquaintances and friends for intelligent discussions."

Therefore, it is with substitute aims that we must concern ourselves if we are to keep our eyes on tomorrow, and if we are to see that each tomorrow brings a greater personal development, away from the status of brass hat and toward that of executive leadership.

Being human, we are at all times likely to find it difficult to look beneath the surface. Unless an enemy brings a Pearl Harbor to our doorstep we are terribly complacent. We shut our eyes to the changing times. We persuade ourselves, and even teach our children, to believe that conditions are constantly improving and how much better off we are than those who went before us. Such silly optimism or stupid resignation is the easiest line of thinking for many people unless they have very definite standards by which to check their progress. Brass hats have to have these things brought to their attention by forceful circumstances. Executives look for new horizons as the best means for circumventing such mental failure and as a means to future advancement and continued personal progress.

By what names then shall we call these new horizons for progressive executives? Each of the successive chapter titles will be such names—if you desire, you may change them to any other designation you wish. The titles are of less importance than the intent. Some people seek advice for the sheer pleasure of acting contrary to it, or so it seems. I am writing for those who wish to make their tomorrows worth while, as against the brass hats who stand in the spotlight and therefore cannot see what is going on around them.

Logically enough, the first subject for thought will be:

- followed by:
- a.* Be Sensibly Realistic,
 - b.* Paths to Greater Personal Efficiency
 - c.* More Fact-finding and Better Judgment
 - d.* The Danger of Repeating Errors
 - e.* Open Your Mind to New Ideas
 - f.* The Importance of Your Personal Relationships
 - g.* The Art of Keeping Up-to-Date
 - h.* Master Salesmanship—A Must!
 - i.* Exit Brass Hat—Enter Executive

If you are inclined to feel that this list is not as imposing or technically impressive as you thought it might be, please keep in mind that while people stand up when the National Anthem is played, many fall down when they start to sing it.

On the other hand, if this outline of what is to come in the following pages seems too much to bother with, you might recall that all of us instinctively want to go to Heaven when we die, but a lot of us would like to manage it with little or no exertion.

Each of the items listed are designed to aid in the elimination of the brass hat and the development of the executive. Brass hats frequently overemphasize on the narrow confines of their work. A survey made by Social Research, Inc., of Chicago, showed conclusively that overemphasis on work was one of the more unexpected traits characteristic of "failures" and that this seems to result in a very unbalanced situation in which the executive becomes hypersensitive to any frustration experienced in the course of his daily routine. Other symptoms of the brass hat might be listed as: too much preoccupation with detail; careless neglect of responsibilities; unconscious desires to work at something else; unconscious desires to beat someone else

out of a higher job; intolerance of required attention to detail; inability to "move aside" and give other people working room; resistance to the dictates of higher authority; and an arrogant attitude toward subordinates.

If you cannot recognize any of these shortcomings in yourself, or from your observation of others, here are a few more items which stamp the brass hat and the unsuccessful executive; faulty judgment due to pronounced prejudices; a suspicion that office politics or associates are out to discredit him; extraordinary sensitivities to real or imagined faults or personal shortcomings; and being afraid or unwilling to delegate detail or responsibility to associates or subordinates.

At one time I had a martinet for a boss. For a while I would have sworn that he would not admit to any of these traits as listed above. As a matter of fact, to maintain my own security I would never have intimated that he had any failings either in his presence, or to anyone who might repeat my observations to him at a later time. He was a tin god on a pedestal—at least until I accompanied him on a business trip.

The first morning, at breakfast table, he looked at me and said, "Doc, do you mind if I dunk my roll in my coffee?"

"Of course not," I replied. "I'll do that myself. My wife doesn't like to see me do it so I have to do it away from home."

"That so?" he laughed. "Confidentially, my wife won't let me do it at home, either. Golly, women can sure be tartars!"

So I found out that the old tartar was dominated by one himself. I also discovered that no matter how big or how important a man is, he takes his shoes off when he goes to bed. How about you? Shall we take our shoes off

and get our feet firmly planted on solid ground? In that case we can go ahead and be sensibly realistic.

“EXECUTIVE OPINION IS . . .”

“What is the difference between a brass hat and a progressive executive?”

HERBERT L. STEPHEN, Field Editor, *Printers' Ink*, states: “The brass hat is generally ignorant of the details of his job, borrows ideas, claims them as his own, and refuses to pass them or credit for them along to other people who created them or who made them work. He rarely errs, more rarely admits to errors, but takes all the glory that belongs to his staff. Contrariwise, the progressive executive reaches out constantly for new ideas regardless of whether they come from the office boy, truck driver, or president of the company. Once he reasons how the idea can be fitted into his problem he sells it first to management and then to the person detailed to handle the specific project. He makes himself available for discussions in the true sense of that term, but would prefer having the final report in his hands without taking too active a part in its making. He passes along the compliments, as well as the criticisms, and is not obsessed with the idea that any of his cohorts or staff are just one-idea men. He is of the opinion that it is only by expressing new ideas that others will develop their full potentialities. He does not fear competition will steal his pet ideas because he will be way ahead in the use of those ideas before competitors can get into action. He takes considered chances but without going overboard, counting on the law of averages to keep him on top of the heap. He would rather have a man under him crowd him for his job than to have a loafer or a non-imaginative mind in his department.”

WILLIAM O'NEIL, President and General Manager, The General Tire & Rubber Company, states: "Many brass hats in the past have been very successful—at least as we look back we think they were brass hats. But perhaps our psychology and efficient management changes with our ideas of social evolution in the new efforts and the new emphasis being placed on human relations. I would therefore say that a brass hat is one who delegates responsibility but retains all of the authority for himself, but is contrasted with what I would term the progressive type of executive who not only delegates responsibility, but authority as well."

CHAPTER 3

Be Sensibly Realistic

It is of no moment here who you are, whether you are the president of your firm or a newly appointed supervisor in your first junior executive position. My concern is for your performance—how ethically and how realistically you are conducting that performance. That is the only thing which counts.

It stands to reason then that we must first consider the efficiency of your thinking. Brass hats, as I have recorded previously, issue orders on an inflexible basis. Many of their actions are mirror-like reflections of the authority of their office and in no way the result of careful realistic thinking. In the theater they would be called "hams." The progressive executive must be an expert actor.

When we see a play, if we cannot in the first few minutes forget that these characters on the stage are merely acting their parts and be mentally conditioned to accept what we see and hear as an event taking place before our eyes, then the play is not believable, not acceptable, and very likely to be a flop. Brass hats are as transparent as that. The first class executive is not. He is believable because he is a good actor; able to play his part realistically as a result of efficient thinking devoid of personal bias.

You are not a robot, devoid of the finer feelings, and no one expects you to be. It is true, however, that too few people are able to think things over and make decisions

without allowing their personal feelings to inject some bias into the results of their thinking. As an executive you must be able to hide any feelings of frustration resulting from mistakes—yours, or those of subordinates. You must be able to separate idealism from realism. You must be able to indicate co-operative behavior with associates even when in disagreement with that united action, to divorce yourself from your feelings when considering the output of subordinates—the producers of work—or to inject warm human feelings into your relationships when dealing with subordinates as people.

As a primary requisite for being sensibly realistic: How efficiently do you think? We can best reduce a measurement of this ability into a brief questionnaire. Think these questions over carefully before you grade yourself on them.

No 50-50 Usually

- | | | | |
|--|---|---|---|
| <i>a.</i> Are you ready to revise your opinions when new ideas or facts are presented? | 0 | 3 | 5 |
| <i>b.</i> Do you refrain from injecting your age, experience, authority, or position, as an argument for the correctness of your ideas or opinions? | 0 | 3 | 5 |
| <i>c.</i> If you should become ill or otherwise incapable of continuing your job, could someone be found to replace you who would do as good if not a better job than you are now doing? | 0 | 3 | 5 |
| <i>d.</i> Do you frequently give in on minor points and unimportant arguments to maintain a calm and happy atmosphere? | 0 | 3 | 5 |

	<i>No</i>	<i>50-50</i>	<i>Usually</i>
<i>e.</i> Do you make certain you are right before arguing your rights?	0	3	5
<i>f.</i> There are exceptions to all rules, but do you refrain from using exceptions to prove rules?	0	3	5
<i>g.</i> Are you able to state an idea or to ask a question in such a way that others seldom have to ask you to repeat it or to explain it further?	0	3	5
<i>h.</i> Before you make an important move, do you stop to consider all the possible results of your actions?	0	3	5
<i>i.</i> When you find yourself on the losing end of an argument can you refrain from the use of sarcasm, ridicule, or other emotional recriminations, resort to your final authority or to a display of anger?	0	3	5
<i>j.</i> When people ask your opinion on a subject about which your knowledge is sketchy, or about which you know nothing, are you quick to admit your lack of knowledge?	0	3	5
<i>k.</i> Do you experience little or no difficulty in carrying out your plans and programs to completion once you have established your routine for action?	0	3	5
<i>l.</i> Do you ask questions when you need information, no matter how trivial it may seem, without permitting feelings of "stupidity" or "inferiority" to hinder you from obtaining vital facts?	0	3	5

To grade yourself, add your score in each column and then add the column totals to make one total figure. A score of 54 to 60 is excellent; 45 to 53 indicates that the majority of your thinking is based on realism, but there is a little room for improvement; and 44 or less is the danger signal that your feelings get in the way of your thinking. Those questions are all self-explanatory so you can roll up your sleeves and tackle the job where indicated by 0 and 3 scores. It is a good chance to see how sensibly realistic you can be about this matter of clear thinking.

A brief *test* such as this is no criterion on which to pat yourself on the back if you managed a good score. It is merely an indicator to the right kind of thinking. I used it here to provoke additional thoughts which might associate themselves with the questions. I hope they brought to mind other actions and types of behavior which you might remedy. So brief a list of questions cannot cover every contingency—every situation. It has done its job if you were prompted to stop and recall any circumstances or situations in which you were guilty of shallow thinking or precipitous action based on personal prejudices.

A case of efficient thinking—good executive thinking—comes to mind at this point. Almost every executive is faced with the problem of labor or personnel turnover. Many thousands of dollars have been spent on psychological testing, scientific selection, and employment procedures in an effort to reduce turnover and its subsequent costs in retraining new workers.

The vice-president of a bank in charge of personnel faced this problem and came up with some unique answers. His first thoughts were that everything should be done to promote employee harmony and satisfaction. Every executive worthy of his position does that. However, this official recognized, *realistically*, that a small percentage of his

employees would never permit themselves to be propagandized into a lifetime of routine labors. He realized that he had the same ambitions, the same drives, as this small segment of his employee group. Once a year he calls all his employees into a meeting and reminds them of the following *facts* about their employment: "The outlook for you bank clerks lies in one of three directions: 1. Promotion to a supervisory, or executive position. 2. Obtaining a better position with some other company. 3. Remaining indefinitely with this bank in a clerical position.

"It behooves all bank employees to improve themselves to the limit of their respective abilities in order to be eligible for supervisory positions when opportunity occurs. Having qualified for a better job, if no opportunity for promotion occurs, the employee has not wasted his time in self-improvement, for he stands a better chance of making a new business connection elsewhere.

"The rate of turnover in our bank employees in the lower levels will probably always tend to be high, since most of the lower level clerical jobs will never pay very high wages, regardless of how long individual employees remain on those jobs. Unless the turnover of employees in the upper executive levels is also high, the number of clerks that can be promoted from the lower levels is necessarily limited, and the tendency will, therefore, be toward heavy turnover in the first few years of employment. Without a certain amount of turnover, promotion and advancement in salary will be so slow as to result in dissatisfied employees."

That is realistically putting it on the line, don't you agree? That is good executive leadership—facing the facts of a situation, clarifying it fairly for subordinates, showing them how they may get around it, and freeing the mind for other important matters. Are *you* sensibly realistic?

Talking to a meeting of the American Society of Mechanical Engineers, H. J. Cox, Secretary-Manager of the Willamette Valley Lumberman's Association, indicated that he could face the facts of existing requirements within his industry. "Ways and means must be found to utilize nearly two-thirds of a tree, part of which is now left in the woods and part converted to mill waste," he said. "Until our industry *replaces shadow boxing with fistic prowess* through the medium of forest industries research, and until our Forest Service ideologists become practical, and until our Department of Interior has become purged of its hordes of politicians and temple gods and shows intestinal fortitude sufficient to put into actual practice the provisions under existing laws, the ultimate result will be continued dissipation of our basic natural resource."

While writing this book the author noted the stir created over the operating deficit of our air lines. The proposal was to abolish *free meals* aloft. What *free meals*? Someone was not being sensibly realistic. Did the Civil Aeronautics Board build and maintain airways by paying mail subsidies with public money *while to their knowledge the air lines have been dishing out eleven million dollars worth of free meals*? Have the air line meals been charged to advertising or carried as gifts? The answer to the latter is *no*. Had the air lines not included the costs of their meals in establishing required passenger rates—an alienist should have been called in. This may be considered clever propaganda to win public acceptance for increased passenger fares, but it isn't being honest or realistic.

During the Civil War, the Confederates had a general with a wooden leg. It didn't seem to bother him. Many famous generals had severe physical handicaps. It isn't the wooden-legged leaders who have brought trouble to their people—it has been the wooden-headed ones.

But there are many other ways in which we may indicate whether we tend to be brass hats or competent executives. The following chart makes the comparisons easy. But again, a note of remembrance. Keep your mind open to associated ideas which these printed memos may recall to your present moment.

<i>Circumstance</i>	<i>Brass Hat</i>	<i>Executive</i>
To change opinion or decision	Stubborn; rides out own errors; inflexible	Pliable; ready to face facts; cooperative
Criticism	Takes as personal slur; defiant attitude; resorts to, or falls back on, authority	Impersonal in acceptance; acts on it if reasonable; gracious
Job requirements	Handles as he pleases; does what he wants	Thinks more of what is expected of him
Judgment—Thought	Autocratically thinks on his own	Wisely knows when to hire a wiser man to think for him
Changes—New Ideas	Coasts on past records; safety first; little courage to take responsibility	Open minded; faith in own abilities and willing to bet on them when all facts are available
Errors	If possible shifts blame; calls in circumstances, politics, cover-ups	Profits by errors; takes responsibility for subordinates where required
When people need help	Inconveniences himself if necessary; usually lets others take care of own troubles; selfish	Inconveniences himself frequently; rates personal relationships first; does favors graciously
Handling complaints	Considers all complaints as "gripes"; short-tempered and disinterested	Listens attentively; attempts to solve problem if possible
Faced with business rival	Self-pity; discouraged; mud-slinging; crafty politics	Strongly encouraged to beat him; tries to better rival's record

<i>Circumstance</i>	<i>Brass Hat</i>	<i>Executive</i>
Association with other people	Usually on same plane or with people in lower strata; sop to ego	Usually with people on same or higher levels of achievement; desire for knowledge and guidance
Talking to people inferior in position or ability	Does most of the talking; expects respect; expects them to remember their position	Helps them feel at ease; encourages them to talk and express themselves; good listener
Personal problems, shopping, etc.	Pass it on to others without regard for convenience	Handles personally unless convenient arrangements can be made
Talking to people in superior position or of superior ability	Blusters; bluffs; sometimes presents silent front to give "still water runs deep" impression; belittles	Feels at ease and talks freely; acknowledges own shortcomings readily; gregarious regardless of situation
Antipathies against people, ideas, or things	Uses tirade of incendiary words and phrases, or bases objections on personal experiences	Bases any objections on factual evidence and reports of observers other than self; otherwise keeps quiet
Directing work	Orders people about; tends to irritate; practices title of Boss; commands rather than suggests	Leads the way; willing to dig in and lend a hand when circumstances call for it; reasonable in his demands

I do not know how many of those items brought home a message of error in your own conduct. I only know that anyone can correct an error if he wants to do so. Einstein failed to get into college in Switzerland on his first try—he failed, of all things, in his *mathematics* examination! There aren't many who would question his performance in that direction today.

If you haven't been acting as an executive, that is no reason to suspect that you will never be one. There is always the chance that you will, even if you have been more of a brass hat up to now. Of course, that depends in large measure on the amount of personal egotism you possess. Brass hat egotism is of a kind that deadens any sense of awareness of being a brass hat. Executives can "take it" when someone points out their possible range of weaknesses.

Everyone gets at least one opportunity in life to taste of success—become an executive. The salesman may become a sales manager. The expediter may become purchasing agent. The accountant may become treasurer. To be sensibly realistic, however, you do not take time out for bows. In a very short time you can lose all that you have gained to a competitor or rival who has stolen the initiative by greater self-development, a more realistic approach to his own shortcomings. Once you rest on your laurels—no matter what degree of success you have attained—some new competition will come along with a performance that will topple you from your perch.

This chapter has been devoted to helping you take a good look at your current behavior, your current thinking. Is it wishful, wilful, or blind? Are your observations in line with facts? Or are you like the vice-president of a manufacturing company who told his branch manager to survey a certain territory. When the branch manager returned with the requested information, the vice-president said, "I'm amazed at you. This can't be the information. I traveled that territory many a time. Are you sure you went through the right territory?" Hard as it was to convince the man, it certainly was the right territory. He just didn't stop to think that *it was ten years since he had been anywhere near it*. How like the two young women fined

\$50 each for wearing hats which displayed bird of paradise feathers. The hats were *fifty-nine years old*. Old ideas may nestle under the hat too—and be a great deal more costly to the man who coddles them.

Brass hats assume things to be so, or to be not so. Executives seldom assume anything—*never* assume anything if the other possibility can be avoided. Knowing these things about yourself, in fact, knowing the things which I have brought to your attention in this chapter, is the first phase in our broadening process. It is the first new horizon for the progressive executive.

They say of the educated man that he is a person who knows much about many things, but that the best educated man is the individual who knows the most about the greatest variety of things. So if you spend evenings playing gin rummy as a usual thing, you can be thankful someone decided to come along and shake you out of your complacent specialization.

Typical reactions from brass hats will be such thoughts as, "I'm making enough money as it is." "I take care of today's work. Tomorrow will take care of itself." "I've done enough reading in my time. I've earned the right to relax."

I'm not advocating that you become money-crazy, or that you seek no recreation. The executive will not misinterpret my intentions. He knows that his main business is not to fathom what lies dimly in the distance, just so long as he is aware of it, but that he is responsible for accomplishing what lies clearly at hand. That goes for his duties as well as his own self-development. But man can develop nothing, the idea for which does not first exist in his own mind. So your thinking is your most valuable asset. Nothing outside you can possibly affect you as much as what develops within your own mind.

Nothing is so apparently stupid as a stubborn resistance to the acceptance of a new idea when it stares you in the face. Whether this story is based on fact or not, it does illustrate what can happen to a mind so grooved into patterns as to resist even visible evidence of change.

In an English college during World War II, as in most American colleges, women students gradually outnumbered men students. An established professor in this college refused to recognize the fact when it faced him in his own classes. He had always been against women in college for some reason known only to himself, and had always addressed his classes, "Gentlemen," even when a few women were present. He continued to do this even when there were five women for each man in his classes. One day he entered a classroom and found one lone male student and fifty women seated before him. Polishing his glasses to gain time, he finally set them firmly into place again and faced the class. "Sir," he said, and began his lecture.

It is not enough for me to suggest more frequent self-appraisal. You must also *manage* yourself—your mind—with greater efficiency. Your feelings, your emotions, are as erratic as those of a three-year-old child. It is essential that you separate these personal biases from the total result of your "thinking." Let's review a few examples.

1. *Decisions.* Some people become seriously confused when confronted with the necessity for making quick or deliberate decisions. They do not feel they know themselves well enough to trust to quick decision. On the other hand, in deliberated decisions, the more they think the more they become confused by their own emotions horn-ing in on the process. The mind is a wonderful machine. All our training in life tends to equip us to handle decisions quickly. Unconsciously we *know* the right answer. Where we get into trouble is in waiting for our personal feelings,

prejudices, fears, and doubts to catch up with our thinking and make a mess out of a wonderful production. I would advise the "error-consequence" technique. You must ask yourself two things:

- a. If my decision is wrong—can it be corrected as we proceed? If the answer is "Yes," then go into action.
- b. If my decision is wrong—will it hurt someone or seriously affect my own security? If the answer is "Yes" then deliberate, double check, and make sure.

Then swing into action.

Make use of such hints as your mind throws into conscious recognition. Your own sense of what is right or wrong will prove a remarkably sufficient guide.

2. *Details.* Some executives become bogged down with details because they fear the errors of others as a direct reflection on their own official responsibility. Don't try to perform every task with the eye of the perfectionist. You won't achieve much of anything that way. Give yourself a break. You only know so much—you can only do so much. Remember that you are only human. Do the best possible job but don't suffer over it. As an executive you are charged with planning. Delegate all details to subordinates—and *let them handle the work in the best way they can.* Don't stand over them with a club, fear showing in your eyes that someone will pull a boner for which you will be called on the mat higher up. The perfectionist is all right as a detail clerk. The executive can expect perfection—if he plans it—but he must also allow for human failings. Employees are not machines.

3. *Boredom.* Brass hats fight boredom by taking the day off for golf or some other form of recreation. The executive seeks his recreation in the normal course of events but he fights boredom by seeking out new ideas, new planning,

new campaigns of action to be developed for the future. Following the actions as outlined in this book is one form of eliminating boredom. Utilize excessive spare time to better your ability to look at facts, to weigh and balance information, and to use your natural human capacity for evaluation, logic, reasoning, and judgment.

There will undoubtedly be some raised eyebrows over item 3, above. Boredom? In an executive job? Yes indeed. Some of the most bored people I have ever met are in the executive class, or perhaps I should say, the brass hat class. A worker seldom has the time to become bored. Someone is always on his neck and his work is usually piled up for the day. Not so with every official. Many of these have time on their hands—time they do not use very productively. We might use one of Strickland Gillilan's witty sayings at this point—"Even in the school of experience some people flunk."

Not long ago at this writing, a business club in an eastern city decided to inaugurate a training program for future executives. They wrote to two dozen firms for information. One reported they had nothing to offer but didn't want to put it in writing. They reported by phone! A dozen others reported that they trained their personnel but had never recorded their training patterns. The rest had material—but it was way out of date.

There were at least twenty-four executives—or double that number—who were actually responsible for training programs and yet *they had nothing to offer, or it was outdated stuff!* Understand—this was definitely a part of their responsibilities, a part of the job they were hired to perform. Brass hats or executives? It does not require much imagination to select the right category.

Being sensibly realistic means recognizing that advance-

ment in life depends on persistent effort, and on the improvement of open moments. An awful lot of time is used up in this world in talking about nothing, in doing nothing, and in deciding nothing.

Fortune Magazine presented a fine article some years ago called "The Domestic Economy." One of the statements will hold true for many years to come. It was this: "The many corporate managers who so solemnly choose service for their motto are not really trying to fool anybody. They are groping, if only subconsciously, for a new social principle *that will make their economic power legitimate.*"

Brass hats argue from fallacious facts and jump into confusions. Executives are at all times sensibly realistic.

"EXECUTIVE OPINION IS . . ."

"How can the average executive be more sensibly realistic?"

S. GEORGE LITTLE, President, General Features Corporation, states: "Proper planning and the organization of one's activity inevitably makes for more efficiency. Thinking through the job at hand plus diligent application of effort is a must for a good executive. Real leadership is just what it says: leading one's associates with workable ideas. Executives working from ivory towers don't usually get the best results from their associates. A true executive should be capable, ready and willing to tackle and accomplish any task asked of his associates. It is mostly summed up: thinking, planning, and constructive application of effort."

"What is the difference between a brass hat and a progressive executive?"

EDGAR A. STEELE, Regional Director, A. J. Wood & Company, states: "The brass hat type is pretty self-satisfied, therefore frequently out of touch with things. He is more interested in where he has been than in where he is going. He is remiss in his knowledge of humanics and generally insulated against the new or unusual. He dislikes changes, spends most of his time over inventories and operating statements, considers people more as figures, doesn't care what happens just so it doesn't happen to him, and while he may know what the public wants he seldom really knows the public. The progressive executive is factual-minded, searching laboriously and diligently for facts—then acts on them. He has the will to win and to work, he surrounds himself with people who like to work for him and will work with him, he is a team-player, gives credit where due, and measures the pulse of things and people outside his own office. He is not afflicted with the brass hat's occupational disease of talking to himself—he talks to outsiders, the life-blood of business."

"In your opinion what are the principal stumbling blocks in the way of the average executive's path to greater executive efficiency?"

DON G. MITCHELL, President, Sylvania Electric Products, Inc., states: "I would answer this question in two parts. 1. A great deal of the average executive's success in his job depends on whether the company gives him authority to handle his responsibilities. If not, then it is not the executive's fault if his performance is limited to the degree of the authority which has been extended to him. 2. A great many executives do not seem to have the *desire* to study the jobs which lie ahead. I don't know how we can give them that desire. But to do a better job, the executive must acquaint

himself with the broader spheres of operations outside his own job, especially the one directly ahead of him. This is definitely a part of the progressive executive's planned routines."

CHAPTER 4

Paths to Greater Personal Efficiency

In mid-July, 1946, Asa S. Knowles was appointed President of The Associated Colleges of Upper New York State. Most men would consider this quite an honor, but I wonder how many executives would have been efficient enough to handle the job—considering that Mr. Knowles was then president of three nameless colleges which existed only in the minds of the New York State Legislative bodies. The job Mr. Knowles faced included extensive building operations, obtaining equipment, finding faculty members, staffing and operating a railroad, commissaries, stores, police and fire departments, water systems, utilities, and everything which had to be considered to make two of the three college centers self-containing communities. On October 23rd, 1946, *barely more than three months after his appointment*, Mr. Knowles had Sampson, Champlain, and Mohawk Colleges operating and filled with students.

An incredibly fine performance, but I would hasten to add that this man lived up to the name of business executive in previously seeing to his readiness for such an assignment. He was more than an average success before being handed that job. He could have been expected to rest on his laurels—consider himself sufficiently proficient and efficient. Had he done so, I do not doubt but that some phases of his assignment would have been failures.

You are an executive. By comparison to subordinates

you are enjoying a degree of success. But your success, in whatever degree, carries with it responsibilities—to those people who depend on you and look to you for their job security; to the firm which considers you capable of handling an assigned share of management responsibilities; and to yourself, to whom you owe a chance for personal security and broader development for future opportunities.

This is our second new horizon—greater personal efficiency—wherein we shall cover the aspects of greater objectivity against the subjectivity of mental reservations, fears, personal inadequacies, and other hindering mental and emotional quirks. And here I would advise those who want to think like brass hats to take heed of the meaning in the quip, “There goes a man who had over 1,000 patents on mechanical devices—but he has leaky faucets in his house.”

All of us have some “leaky faucets” to contend with. Of all the mental hindrances which the average executive has to lick the most important is a feeling of emotional insecurity. The higher we go the more vulnerable we become to attack from below. We cannot avoid it—but that doesn’t mean we have to worry about it.

People do not work like machines—on an even performance scale. We are, none of us, altogether forever brilliant or stupid in our thinking or our actions. All of us behave at times as though we were idiots, or otherwise feeble-minded, and most of us show remarkable flashes of brilliant insight on occasion. I do not want to type you, in any of the following material, or to measure you for typing.

Many habits helped you to success—continual good grooming, care in your speech, pleasing manners. Mental habits work for or against one’s success, depending on the stage of your life. Insecurity can make you work harder to achieve success—and with it the hoped-for security;

but when we arrive we learn that we face new forms of insecurity. Insecurities are otherwise known as evaluative fears. For the most part they center around one's anxieties over economic safety, social acceptance, and how we rate ourselves in comparison to others. We place high values on reputation, worldly goods, and our own feelings of self-respect. Any sign or warning that we are failing to achieve these things, or to maintain them once achieved, places the average person under a heavy mental strain. There is no real efficiency present when the individual's mind is taken up with these matters. More often than not, such thoughts will do no more than breed a degree of apprehensiveness which leads to worry, loss of self-confidence, and serious frustration.

Throughout this book I shall introduce the ideas, thoughts, observations, and opinions of top-flight executives in business and industry. In some cases I have been given the privilege of quoting these men directly. At this point, however, I want to introduce the opinions of a man who heads a multi-million dollar business. For reasons of his own he asked me not to use his name.

I asked this man whether he had ever been conscious of feelings of insecurity in other executives. He replied, "Indeed I have. Symptomatic of that sort of mental aberration, and perhaps one of the most annoying executive types, is the brass hat who is a big shot and loses no time trying to convince you of it. Then there is the man who thinks you might have the idea that he doesn't know as much about business as you do (and perhaps he is right) but he tries to circumvent that situation by beating you to the punch, and by keeping you on the defensive all the time. You would probably call it over-aggressiveness. They also have the habit of shifting quickly to another tack whenever they feel they are losing ground in a discussion,

always trying to keep the upper hand, and not willing to acknowledge that the other man knows anything at all because they would consider that a defeat. Surprisingly enough, we find this condition in some of our own top-flight men. Then there are the shifty type, who may be fully trustworthy, but through their remarks and because of their actions from time to time, make it difficult for one to believe in them. They do foolish things in their efforts to protect their position or self-esteem. And of course, there is the out-and-out brass hat who shows his insecurity by riding roughshod over those under him and stepping on his associates on the way up. He isn't exactly a favorite bedfellow around the place either."

The insecure executive may withdraw into himself, sit behind a protective closed door and battery of secretaries, in the hope of shutting out critics, climbers, and others who threaten his security; he may become dependent on subordinates and associates for every move to avoid failures; he may aggressively seek power and money to force respect and feelings of security for himself; or he may develop a compulsive, neurotic desire for affection and respect from others, however it manifests itself (over generosity with favors or privileges, easy-going, lax discipline, etc.), as a guarantee against anxieties.

These items are all relative. I warned you that I did not wish to type any individual. It is not common to find one of the above traits in any one individual. One of those items may be stronger than the others, but more than likely you will discover a little of each of those behavior traits in the insecure individual. If the shoe pinches a bit, as far as you are concerned, it is high time for you to begin looking for something more comfortable. But do not compensate in negative ways.

In analyzing many hundreds of executives for career

acceleration guidance, I have uncovered many of the known reactionary mechanisms to feelings of insecurity and to loss of self-esteem over some failure. Here are some ways in which executives compensate for insecurity and personal fears:

Job compensation. If I can't be president in this firm, I'll go somewhere else.

Conquering hero type. Keep an eye on me—I'm going to beat him out for that job.

Suffering type. I'm as good as he is—even better—I just have more bad luck.

Identifier. In my business I am considered the Henry Kaiser of my field.

Fixation. You must do it my way—I'm giving the orders around here.

Projector. It's your fault, I gave you full responsibility.

Invalid type. Give it to George, I have one of my sinus attacks today.

Recognize any of these mental excuses for challenging things that have to be done, or for drowning your fears in a bath of excessive aggressiveness? I said it before, most executives lead much too narrow lives. I know an able executive—able in his own business—whose mental and emotional life is so circumscribed that if suddenly placed in other circumstances he would fail miserably from fear of the new, fear to challenge and do, fear of the loss of self-esteem. How do I know? He tried it. He is back in his old job where he most certainly will remain for the rest of his life. The familiar is more secure.

Occasionally we meet an executive who acts and dresses and thinks in the manner of ten, fifteen, or twenty years ago. He is just like those people who talk of the good old days. He is giving visible evidence of living in the past—in the days when he felt secure. Current problems are too

great for him to handle. They are too challenging for him to risk failure and the possibility of losing the esteem of others and damaging his position in life.

Then there are the forceful executives who turn over jobs to subordinates, implying or giving direct orders that failure will not be countenanced, or that excuses will not be considered. Projecting your own failures to your subordinates will, of course, never merit any esteem or respect. If this method is used in moderation there is some excuse for it, because every organization has in it people who will resort to excuses for unfinished assignments at every opportunity. I am referring here to the executive who passes the buck to others. It may make the executive happy, but it never brings objective results.

In line with this, Albert A. Hally, Texcel Sales Manager, Industrial Tape Corporation, says, "A brass hat official represents one who issues orders—yours-but-to-do-or-die type—whereas the progressive executive is the one who strives constantly to develop teamwork and team spirit within his organization, on a non-personal and objective basis. Such an aim and accomplishment, tied in with a capable man sponsoring a good program, means progress. The considerate, hard working type of executive, who is not afraid to take the responsibility for his own actions, is the one who will command the respect and admiration and co-operation of his organization. He need never fear for his security."

When a man works his way up to a place of responsibility and honor, he may have set up habits of personal insecurity which are hard to break. The foregoing information is not going to be of any great help to you, if you have discovered that you too are a victim of such mental quirks, unless I can point out a few things you may do to

help you overcome them—the new horizons on which we can work in our spare time.

In your advance through life, your mental attitudes have changed along with the physical changes of your position. But like too many drinks the night before, there is very likely to be a hangover. That is also true of habits, whether they be mental or physical. I have found executives who were miserly and exceedingly jealous without any reason for it. The only explanation, on close examination, was the discovery that the individual developed these mental habits through insecurities in former positions, and retained these insecure reactions in a way that can only be described as hangovers. They disappeared quickly enough when these men were made conscious of their unfavorable attitudes.

Another situation we run into is that of men who adopt a state of mental resistance—or a tendency to defend their own system of defenses. That may sound like double talk, but I assure you it is easily explained. We frequently have a tendency to hang on to a "life style." Our positions change, and we should change with them, but many times we do not. Like the man who believes most people have bad morals, it is very difficult to get him to change his opinion or belief. The sure familiarity with our knowledge gives us a feeling of security. Any change requires arduous effort—new memorization, new vocabulary, etc. Anything new tends to make us conscious of our feelings of insecurity—the new problem to solve, the challenge of a new job, the threat of having to win over new people. Whatever the individual is, he tends to keep on being like that through common inertia. So it will take work. It is a challenge. It is a new horizon to tackle for purposes of greater broadening—wider self-improvement. And here is a list that may provide the required starting points.

Just remember that it takes repeated effort—wherever you may need it. That makes me recall the story of the advertising executive who said to a member of his staff, “The main thing to remember is that repetition, repetition, repetition, is the keynote! Don’t ever forget to repeat, repeat, repeat! It’s the only way you can get results!”

“Yes, sir,” the subordinate said, meekly.

“And now, what was it you came to see me about?” the exec asked.

“Well, sir,” came the reply, “a raise! a raise! a raise! a raise! a raise! a raise! a raise! a raise! a raise!”

So let’s get at it and review a list of habit patterns to which we might turn our attention, the sooner to make them habitual and get them off our minds so we may turn to other things.

- a. *Con conversationally*—less sarcasm; less argument; improve vocabulary; more listening—less talking; keep more confidences; less ordering—more requesting.
- b. *Self attitudes*—don’t overestimate own worth or knowledge; better self-control over temper, obstinacy; less sensitivity; less fear of criticism; less fear of taking blame for own responsibilities and errors; more courageous distribution of details and minor responsibilities; think less of own personal problems; less self-consciousness; more fight for own ideas—less fight against criticisms from others if fair; less grabbing spotlight, claiming credit; more sharing of credit; less underestimating own qualities; be sensibly realistic; weigh subjective vs. objective thinking more carefully.
- c. *Attitudes toward others*—smile frequently; show appreciation; know your etiquette; seek companions in other fields for exchange of ideas; study more about human nature in others; more tact and diplomacy;

less action on persuasion from others until you have been sensibly realistic and evaluated propositions objectively.

- d. *Moral attitudes*—avoid profanity; be dependable or don't obligate yourself; less dissipating; suspect honesty when put under high pressure; evaluate realistically and objectively.
- e. *Other negative and improvable habits*—don't fear competition from subordinates; don't run down superiors; don't fear superiors; accept blame when due; think more about how to accomplish more through improved planning; greater co-operation with associates; get rid of time-wasters, social calls, etc.; better supervisory tactics.

If, when you were a child, you ever took piano lessons or any other kind of music lessons where you were forced to use that diabolical little black relentless demon called a metronome, you most likely will remember how its persistent ticking sometimes made you want to scream or run away. Life is like that too, only no matter how much we may want to run away from things, we just can't do it. As a result, however, we do think up some of the most ingenious devices for putting things off, or arriving at substitutes for the physical act of running away.

Many of these "time wasters" in an otherwise efficient man's life may be directly causative factors in why the man remains narrow—not open to newer and greater opportunities. For the purposes of personal pin-pricking, I am including these items for your inspection.

- a. Doing a host of things which, while not too unimportant, certainly are not deserving of the time they take; or putting time and energy into things which do not count.

- b. Going from one office to another just to visit and see how things are going—frequently an imposition on other people's time and not important to you anyway.
- c. Writing poorly planned letters so that they are paragraphs or pages longer than required.
- d. Do pleasant easy jobs and let the difficult problems pile up until time forces you into action.
- e. Back-track frequently—that is, offer long-winded explanations to everyone who will listen as to why you did this or why you did that.
- f. Go overboard on hobbies having no bearing on your occupation or business education.
- g. Paying your home bills in the office; making social dates for yourself and your wife; extended phone calls of a purely chatty nature.
- h. Turning hypochondriac with a lot of small aches and ills that give you plenty of excuse for time off; or exercising your rights of office by coming in late and leaving early.

Well, a yawn may be bad manners but at least it's an honest opinion. Perhaps that is the way you feel about all this now. That is entirely up to the reader. Remember, I am not *telling* you anything. This is simply a guide for those who choose to view it in a positive way. I hope it will be like the uncomfortable bed. I hope you will find in it stimulus enough to get up and remake it.

Besides that, there will be some others who will be thinking, "This fellow is straying from his theme. He is supposed to tell me how to broaden myself and all he is doing is to give me directions on how to be more efficient in my working hours. Isn't that going to make me more narrow than ever?"

Not so. Without all the personal efficiency you can muster to handle your daily responsibilities, you cannot

expect to have time for anything else. Without time for other things, how can you expect to broaden? This matter of better personal efficiency is the first step. Like learning to walk before you run. People are very blind, as a rule, to the tremendous amount of inefficiency in their daily activities. Perhaps this chapter has served to open your eyes to a few in your own life.

In an interview with Thomas S. Sites, Assistant Vice-President, The Dime Savings Bank of Brooklyn, he mentioned this business of time-wasters. "The greatest time-wasters for the average executive, in my opinion, are those people, who, through a lack of ability or mental laziness, present matters which are half-prepared, half-thought through, half baked. Their hope is," he said, "that the executive will put it in his *mental oven* and finish their job for them. My personal feeling is that the executive should refuse to take the time to do this and should require that subordinates and associates carry through to the proper, or required, stage of development. If they are not capable of this, such people should not be continued in the positions they occupy. They are a detriment—not an asset."

And we must consider other phases of the executive's life. In approaching these I would like to relate here the story of Mr. Magnus. He wanted to get into the Magnus Chemical Company, Inc. (N. J.) and for several weeks hung around the front door until his persistence got him in. He was put on the payroll as an assistant watchman. But such lowly work was not for him. He was considered by company officials as more the executive type. His ability to get along with everyone, his prompt responses to suggestion, his interest in watching others work, his great knack of looking wise and saying nothing, all added up to quick promotion. Three weeks after playing the best of politics, he was appointed an honorary vice-president. Of

course, the average man couldn't have accomplished that. Mr. Magnus, in fact, is a dog—part beagle.

What made that story so interesting to me, however, were the human qualities which ran so parallel between some men and that dog. Most executives are not tin gods, as some subordinates seem to think. In fact, they have such ingrained idiosyncrasies and eccentricities that people find it very easy to take advantage of them, to the detriment of their personal efficiency. It is no different than the way a youngster will get around his parents by playing on their feelings, prejudices, etc., to gain a point. Word is quickly passed around never to approach JB with a problem until after lunch, or to see RH only at 10:30 A.M. after he has sent his secretary back to her desk. Approach at any other time at the peril of your job!

Then there are those who know very well that it is easy to get an extra day off, or an afternoon for a ball game. Old Johnson is O.K. for anything if you'll just open up on his golf game, or on boating, or praise the kids in the picture on his desk. All the while, Mr. Executive is contemplating himself as an objective supervisor, able to weigh and judge and make his decisions impartially for the best interest of the firm—and he thinks to the ultimate benefit of his reputation.

No one is asking you to act inhuman or to be coldly unaffected by such approaches, but just to weigh, and not to let others take advantage of you—something subordinates will deliberately engage in to gain their own ends. It would surprise you how often this happens.

Other executives I know brag about their organizations. "We have a regular club. No time clocks and everyone comes in to work on time. Just a big happy family. No back-biting. No one trying to knife you." After a short period of observation you begin to see signs of the place

being riddled with office politics. I do not say the executives are dishonest in their appraisal of such organizations—just blind to the facts. And you can't be blind to facts if you would be personally efficient.

Another executive error is to develop a great deal of control or power in an organization and then to delegate responsibilities to others in such a fashion that factions—one, two, three, or more—can spring up. All sorts of battle lines are then drawn and the only result can be less efficiency and more time-consuming conferences for the executive. It is for this very reason that the author very carefully analyzes an organization before accepting consulting assignments. I want to find out if there are factions, how to avoid arousing their antagonism, and then to learn if I have one strongly entrenched executive to back me up—preferably one who can bank on getting backing himself from higher up if we need it.

You may not be aware of it, but how frequently have you cheated yourself of efficient personnel through personal prejudices? I have yet to meet a company official who will claim other than that he pays no attention to religious differences in his employment practices. And yet, I have seen, in company after company, where a dozen or so executives and lesser supervisory personnel are all of similar religions. Or where a new department head takes over, and in a period of time which permits replacements through normal turnover, almost all replacements will be of similar religious attitudes as that of the department head. Coincidences? No. It happens too frequently. I merely point this out, not to criticize, but to indicate that we do permit our judgment to be swayed by our prejudices. Do you believe you can attain full personal mental efficiency under such circumstances? Think it over.

Another stumbling block to personal efficiency is a state

of boredom. Earlier in this book I brought this matter up and explained that some of the most bored people I know are executives. That is one of the reasons for this book. Having reached top-flight jobs, many are coasting. They have the feeling, "This is as far as I go. I guess I've earned the right to take it easy and let others do the work." While the philosophy isn't at all bad, and not unjustified, the acceptance of an attitude that "this is the end of the line" is very unhealthy. Lacking adequate motivation or purpose—goals we do not see because we do not look for them—results in a state of mental and emotional tension. We seem to have more time to develop subjective thoughts and subjective thinking habits. Boredom will also result when actual limitations are placed on us to prevent us from gratifying our desires for further progress.

Keeping busy is not the answer to boredom. We can be fully occupied, but as long as incentives and ambitions to tackle new aims are missing we will still be bored. That there is danger in such a situation is amply supported by studies made at the University of California where they discovered that increasing boredom tends to make eyelids droopy, produces a set "frowning" expression on the face, induces a gradual loss of motor co-ordination, develops noticeable hand tremors, and even tends to make some people incapable of fine muscular co-ordination. Other symptoms include marked depression, slowing down of the mental processes, and increased personal sensitivities. Under such circumstances, do you wonder I bring up the subject of boredom and do you see how it would ultimately make of any executive an abject failure? You cannot, for your own sake, permit yourself to be without those new horizons at which to aim, and for which to work. But again I must warn you that it is not easy. If you

are already subject to boredom you will find it much more pleasant to want to cling to that state through feelings of inertia rather than to throw it off in a surge of new activities. You might stand on your dignity, at this point, and say, "This fellow should know just how much responsibility I have. How could I be bored?" The warning still stands—no matter how busy, you may be bored from lack of incentives in your own future. Besides, a man who stands on his dignity usually has very little standing room—so don't lose your balance.

The best start one can get in avoiding boredom is to give all of yourself to whatever you are doing—when you are doing it. Adopt an attitude that neither success nor failure are permanent situations. They can only be permanent situations in your own mind, and either thought can lead to personal disintegration. Similarly, do not accept your moods as permanent. You are no different than anyone else. You have no monopoly on either anxiety or happiness. Your life is just as up and down as the other fellow's, so take it in stride. When feeling down, the best thing to do is to get as far away as possible from people who will sympathize with you. People like that will only tend to increase your self-pity and satisfy your momentary desire to submit to your feelings. In line with the thoughts in this book, organize your life for greater personal efficiency as a new goal to be reached, and identify yourself closely with these suggestions so that you can lift yourself above the petty and trivial things which happen around you every day.

So far, I do not believe I have been farfetched in these suggestions for greater executive efficiency. In fact, you should have had any number of opportunities to smile at yourself—or to see yourself described to a rather accurate degree. If you do not find in yourself some traces of be-

havior as I have described it, then you are indeed in bad condition. As Philip J. Kelly, Advertising Director, National Distillers Products Corporation, told me at an interview: "The brass hat is usually *blinded by the fog of his own ego*, is stuffy, overly busy, and self-important. The progressive executive is self-analytical, calm, humble, and accomplishes a great deal with no apparent effort." Evidently I have some support for my statements, and probably a great deal more than I know about—not having interviewed every executive in the country.

In another interview, this one with Paul E. Seaman, Eastern Sales Manager of Encyclopaedia Britannica, Inc., I asked the question, "In your experience, what are the principal stumbling blocks the executive must overcome to succeed as an executive; and what do you consider the worst failings or weaknesses an executive can display?"

Mr. Seaman replied: "I believe the first thing he must learn to do is to exercise good judgment free from personal prejudice. Sometimes I think that men are born with this ability, but I have known more than a few men who have been able to achieve the ability to do this through personal improvement and experience. A good executive must keep in mind that any exceptions to rules may come back to slap him in the face weeks or even months later. He must be a diplomat and be able to end any interview in a positive, friendly manner. He should be able to smile freely and easily because this is one sure way of making people agreeable to his requirements. He must be a good judge of human nature and fair to both sides in a decision. He must learn to delegate authority and details to his subordinates and then hold them responsible for results. But he must at the same time acquire the ability to police his instructions and the duties assigned to others in such a manner as to

permit subordinates to believe they are working under their own steam and yet insure himself that the job will be done right.

"As for weaknesses and failings in the executive, I believe the worst of these to be a belligerent attitude toward employees or outside contacts; failure to smile; inflated ideas of his own importance. The brass hat, for example, puts himself up on a pedestal and seldom smiles or relaxes when discussing business affairs. He tries to give the impression that he is a machine, a paragon of perfection, and not an ordinary human being. He treats his subordinates as work producers only, and seldom engages in conversation with them on the human level. He believes there are only two sides to any question—his own opinions and the wrong opinions. He is seldom willing to experiment, even on a limited scale, with new ideas or suggestions—unless they are his own or unless he can sell them as his own."

You are in some form of driver's seat. Your responsibilities are not only to get the organization on the right road, but to keep it there. Additionally, in fairness to yourself, you have your own future to seek. No man has ever reached the top. Only by top-flight personal efficiency—physically as well as mentally—can you do your own job and have sufficient time to tackle the new horizons we have yet to consider an important part of the successful executive's life pattern.

Most successful men are average men who either had a chance or took a chance. Either way, you took advantage of your chance or chances but how long you retain the advantage is a matter of personal effort and desire. There is a moral in the minister's remark: "If it rains on the Judgment Day a lot of church people are going to miss the service."

“EXECUTIVE OPINION IS . . .”

“Presuming many executives to be narrowly specialized in their own fields, what would you suggest as broadening activities?”

LAWRENCE M. HUGHES, Executive Editor, *Advertising Age*, states: “The problem of keeping thinking and action out of a rut probably hinges on two subsidiary points: the amount of *intellectual curiosity* the man has (what he reads, how much he travels, what shows he sees, what people he talks with) and *imagination*. Only through imagination or empathy can the garden variety executive discover how those below or above him feel, think, and believe. One of my pet theories is that the real stumbling block in labor relations is the wholesale inability of most executives to imagine the frame of reference which most of their workers have; this includes those who started at the bottom. Because most who did had the assurance, either granted or innate, that they wouldn’t remain there or even on the lower rungs. As for the remedies, intellectual curiosity can be stimulated by varied and graphic experiences; imagination, I suspect, is something you have or have not.”

EDWARD M. DOUGLAS, Vice-President, International Business Machines Corporation, states: “With regard to this question, in so far as we are all concerned in IBM it has always been the policy of Mr. Watson and the management to extend to all employees full opportunity to participate in inter-industry, civic, and community activities. As a matter of fact, these outside interests are encouraged as a facet of good citizenship and because they broaden the individual’s horizons and abilities and contribute toward the versatility of his operation.”

CHAPTER 5

More Fact-finding and Better Judgment

The executive who mentally fluctuates is always a fizzle. The double-minded individual, the pillar-to-post thinker, is a compromise. He is neither a success or a failure—just a compromise. Where our wishes are very much concerned, or our hopes overly ambitious, it would be wiser to mistrust our judgments. The same is true when we base our judgments and decisions on the jaundiced ideas of our associates and advisors, or on the weather-vane opinions of our well-meaning friends.

Fact-finding, judgment, and decision are closely related terms. We are inclined to forget this in the confusion of pseudo-confident voices which tend to mislead us; voices which have themselves never acquired the habit of arriving at the difference between fact and fancy; voices which have never learned the habit of keeping an open mind until all the evidence has been gathered and considered; voices which have not yet learned that nearly all men dwell on some past blunders, and with this mud in their minds they look over into the future for more trouble.

A mule knows more *when he wants to know* and less when you want him to know than any other animal. There are a lot of executives in that same class. A better name is my other choice—brass hats. You may not entirely agree with my mule theory, but you will concede that we all make a “perfect ass” of ourselves at times because of deci-

sions based on generalities, prejudices, carelessness, and lack of sufficient information.

No sane man would try to row a boat against the tide with one oar out of commission. He knows that he would go in circles and the tide would bear him in the wrong direction as well. No executive can hold back the deleterious results of judgments made with his fact-finding propelling power out of commission. Success calls for the employment of every fact, the investigation of every avenue of inquiry, which the individual may have at his disposal.

Every day we are called upon to make "quick" decisions. These are seldom of such importance that we need consider them here. I would suggest, however, that we keep them in mind in order to employ the same type of thinking which will be suggested for judgment and decisions requiring more time for consideration. On the other hand, we must consider those "quick" decisions where important ends are at stake and dire emergency calls for immediate action with as much accuracy as we can manage.

This situation is ably illustrated in two examples that come to mind. An officer once came to Grant's headquarters during the days of the Civil War and called to his attention the vast expenditure of money involved in an order he had given, and he asked Grant if he was sure he was right. "No," Grant said, "I am not; but in war anything is better than indecision. It is up to us to decide. If I am wrong we will soon find out and can do the other thing. But not to decide wastes both time and money, and might ruin everything."

Weighing possible ruin as against the possibility of an error which might be corrected with less harm and cost—Grant let the facts help him. He had an element of time with which he could, and did, gamble.

But our world moves faster these days. Some important decisions do have to be made quickly. And they are just as vital to our success, as the right decisions would have been successful in the following case. This story was related to me by an insurance executive as a true case.

A high performance single engine four-place private plane, with insufficient altitude on take-off, flew into a hangar *at full power*. Pilot, mechanic, and passenger were in the plane. The first two were killed and the passenger seriously injured. The pilot was qualified to fly the plane but had not flown it during the winter months. Possible error number one: there was some question as to whether the pilot received a proper check-out by a competent instructor before he resumed flying after his lay-off. Possible error number two: he took off on the turf instead of the hard surfaced runway. Witnesses said the plane took off after a normal run of 625 feet, leveled off, *veered slightly to the left* and continued *barely off the ground* for approximately 975 feet before crashing the hangar at full speed.

What happened? The cause will be listed as "pilot error." But the real cause probably happened before the flight. The pilot, a physician, was not an exhibitionist. On the contrary, the case indicates that he realized he must exercise every care. He gave up winter flying as a sensible thing to do. He was testing a new manifold pressure gauge as an additional check on the operation of his engine. Despite all his precautions, he failed in some obvious facts. He did not anticipate the need for a complete check-out. This would be necessary after six months' inactivity during which time the average pilot would have lost most of the easy and natural co-ordination of controls and feel of the ship needed during the busy moments of take-off.

What happened? After taking off, he either failed to

feel or see his slight veer to the left which headed him straight for the hangar—twenty seconds to go. How could he fail to look up and scan his flight path? Something was wrong. Otherwise, in observing take-off procedure he would intermittently, consciously without indecision or fumbling, scan the flight path in between engine instrument readings, and maintaining flight. He didn't. Four seconds to go.

What was absorbing his attention? Was he confused? Poor engine performance? Indecision? Fumbling? *Instrument fascination* holding his attention on the new gadget, completely blocking out reality? And then, too late—jerking his head up at instinctive danger—the moment of impact and total destruction, twenty-three seconds after take-off.

It *can* happen to men when their lives are in the balance. I used this incident because I know any number of people who will be scoffing at this chapter, reading it with the mental reservation, "This isn't for me, but there are a lot of other people who need it." I used that story because you may never have to make a decision or series of decisions where your life hangs in the balance. If men cannot be trusted to be error-proof under such circumstances, perhaps there is some justification for what I have to write here. Perhaps there is some good reason why I may suggest that you keep an open mind to what follows.

In the average business, executives do not often face such vital problems of "quickie" judgment. There is usually time for consideration. All the more reason why we may use such time carelessly. In fact, the number of executives who misuse the time for consideration is as appalling as the following accident report is tragically funny: "Father of ten shot—mistaken for rabbit."

There are many ways of misusing valuable time allowed

to you before handing down your judgment or decision. Any of the following may be considered in this classification:

- a. I do not keep my mind open to new facts, especially if they tend to contradict some of my personal opinions and prejudices.
- b. I am afraid to change my mind because of a strong personal pride.
- c. I tend to trust my own intuition and intelligence rather than listen carefully to both sides before making up my mind.
- d. I am not willing to lay aside my convictions, traditions, or beliefs, long enough to find out whether new facts ought to change my views.
- e. I do inject my age and experience as an argument for the correctness of my ideas and opinions even though I know I'm treading on thin ice more often than not.
- f. I try to give my best opinions, even though my knowledge may be sketchy. I can't afford to let others know that I do not know.
- g. I find it difficult, if not impossible, to ask questions when I need information, because it makes me feel "stupid" or "inferior."

There is no need to score this list—this is not a grade-school examination. Brass hats, and others with carry-over child-like emotional reactions, will favor themselves. The emotional program of that list has certain advantages for the individual who will admit to it. It is very comfortable, and *grows more comfortable with time because it doesn't involve risk, change, or daring*. Thinking people are always unpopular with those directed by their emotions. They tend to make things uncomfortable for the non-thinkers who like to avoid the challenge, the conflict of opinions.

Yes, the emotionally driven individual may be comfortable, but the thinker achieves a self-respect that is more than worth while. As one business executive told me: "Learning mathematics we learn methods of finding an unknown by working with known facts. The same is applicable to our judgments or decisions. A good executive thinks systematically. He gets his facts together, he analyzes them in the light of his own knowledge and experience, he acknowledges and recognizes conflicting data, he obtains outside opinion and advice on conflicting data, weighs the possibilities, and reaches his conclusions in a well-ordered and thorough mental process."

The president of a major industry asked me to withhold his identity when he replied to my question, "What was the worst decision you ever made concerning your own welfare in business?" He said, "As I look back over my career, there is one thing I could have done which would have speeded my progress. I held several jobs that stymied my advancement. I didn't mark time in the strictest sense, and made good money, but actual advancement was not in prospect. I accepted the applause and compliments of my superiors, and their implied promises of future advancement. In doing so I lost several opportunities with other firms. I blame my egotism for having blinded me to the facts before my eyes. In each case it was a family run business. No major executive was outside the family."

Good thinking processes must start with facts—better fact-finding. No thinking processes start with opinions. Opinions are conditioned reflexes. Yet, we tend to mix up these points every day without even realizing it. Probably we find it easier to accept second-hand ideas from someone we feel is an authority, or even worse, accept without any doubts or reservations the ideas and opinions of authorities who are on ground entirely outside their own field.

Top executives in business and politics surround themselves with advisors—so many think—but in fact they are after authoritative information whenever they need it. Information they can depend on as being accurate. They certainly are not after advice. They realize the major difference between getting the best and most reliable information before making a decision, as against accepting the advice of a lot of “yes” men. Again we see the difference between the progressive executive and the egotistical brass hat.

I was talking to a business organization in the Mid-west, and after the meeting the president of the group called on me in my hotel room. It seems that he had a good job and was doing very well in it. Two acquaintances were starting a new business and wanted him to go in with them. It would mean mortgaging his home to the hilt, and closing out all his savings. The risk of success was 50-50.

“Everyone has been advising me to go ahead,” he said. “You know, the old saws about he who doesn’t take a risk never gets anywhere, and other such advice.”

“But what are the facts?” I asked him.

“Well, besides those I gave you about my finances, my investigations show only a 50-50 chance of success. If we succeed, we’ll be on easy street.”

“And if you don’t?” I asked.

“Well, the other two fellows will be O.K. They have plenty of money. But I’ll be broke—completely flat.”

His advisors did not get the facts before encouraging this man. They were asking him to risk the security of his wife and two children—a risk they probably would not have taken themselves. I doubt if they would have paid his debts or loaned him the money to do so, had he gone ahead with the proposition. He kept his job, and his advancement has continued. The business venture did not

succeed. Even if it had, I do not believe he would have regretted his final decision. It was, in view of all the facts, the safest.

It was Bertrand Russell who wrote, "Human beings find it difficult to base their opinions on evidence rather than on their hopes."

"We must therefore consider the "conditioned reflex" action of our opinions as against what constitutes a fact. The knowledge, or conscious reminder of how conditioning affects us will frequently aid us in acquiring better thinking habits.

For sake of illustration, let us consider the automobile driver who was commandeered by a police officer. "Follow that car, hurry!" the policeman shouted, as he jumped on the running board of the car and held on. The driver roared off in pursuit. Suddenly, without any warning, the driver brought his car to a screeching halt and the officer was thrown into the street. Picking himself up and walking back to the car, he glared at the driver. "What in hell was the idea of that?" he yelled at him. "Now we've lost that car! I ought to run you in!"

"I'm sorry, officer," the driver explained. "You see, I just stopped automatically—that traffic light turned red!"

Our minds can be so conditioned that they will produce mental reactions of a constant pattern that will interfere with our best judgment or decision. They will dump our decisions into the street much like the driver's conditioned reaction to red lights dumped the officer into the street. No one is born to do this, however. We learn such conditioning. Some of it is for our own good—much of it is nothing more than prejudice, bias, personal likes, etc.

I hope I shall not be accused of over-simplification in this matter of conditioning. I did it because I consider it highly important that you know *what goes on in your own*

mind! Just as you eat in response to feelings of hunger, stop a car when you see a red light, cough when something irritates your throat—your mind, *without any conscious factual evaluation*, can be taught to condemn or accept people, ideas, policies, programs, etc., with utter disregard for the proper weighing of factual evidence.

I have seen brass hats give orders, make decisions, stop sensible objections with a wave of the hand—and most of those actions stamped with every ear-mark of opinion-conditioning, disregarding the evidence which should have been considered.

Try this experiment: Gather together a number of pictures of children. About a dozen will do. Among these have a picture of one of your own children. Shuffle them up well. Take a pencil or some other pointed instrument. Pick up the top photo and punch out the eyes on the picture. Do this in rapid succession. When you come to your own child's picture—*what will you do?* (If you have no children, take a dozen pictures of women and include one of your wife.)

Not one man in ten would punch the eyes out. That picture would not be a picture. In other words, their conditioning of love for that child would make them lose sight of a fact. The fact is no longer a fact. The fact is a fancy. The picture is no longer a picture. The picture is their own child.

The progressive executive must develop a recognition reflex—an automatic ability to seek facts instead of accepting biased generalities or out-and-out fancy. You do not, I assure you, have to resort to such extreme measures as the illustration in the previous paragraphs.

First, we must consider an important item. What is a fact? How would we know a fact when we see it? Well, I am not an authority on what is a fact. I could use ten

thousand words trying to analyze it for you, but I believe it would be better judgment on my part to go to an authority I greatly respect. In his outstanding fine book, *People in Quandaries*, published by Harper & Brothers, Wendell Johnson defines *What is a Fact* in this way:

“. . . knowing the facts is impossible if one means knowing all the facts about anything . . . because you will never know them completely. What we call facts have a way of changing, so that yesterday's statistics become today's fairy tales. Furthermore, a fact appears different depending on the point of view; your facts are not exactly like those of someone else. Actually, one man's facts are not infrequently another man's fiction.

“If you would recognize a fact when you see one and make the most of it, there are, then, four things about any fact that you must be clear about: It is necessarily incomplete, it changes, it is a personal affair, and its usefulness depends on the degree to which others agree with you concerning it.

“. . . a fact, as an observation, is a personal affair, to be trusted as such and not as a universal truth. This means that a fact is useful or dependable, to the degree that other persons agree with you; . . . if the majority say something is green every time you say it is red, you had best take their word for it. If a doctor, two internes, and a nurse all agree that there are no grasshoppers on your suit jacket, you might as well quit trying to brush them off. Generally speaking, the more people who agree as to a fact, the more dependable the fact is.

“. . . there are two qualifications. Some observers are more reliable than others, not only because of differences in ability to use the same equipment and techniques, but also because of differences in available equipment and technique. Secondly, some observations simply cannot be veri-

fied *directly* by a second party . . . may then be a) reliable, b) deliberately false, or c) hysterical. Whether it is one or the other has to be determined by indirect evidence. We accept it as reliable when it is consistent with the conditions and behavior associated with it. Whether or to what degree it is consistent, and so reliable, depends, even in this case, on agreement among the persons who are in a position to observe its consistency. With these qualifications granted, therefore, we may say that a fact is an observation agreed upon by two or more persons situated, qualified, and equipped to make it—and the more persons agreeing, the better.”

I think you will concede that Wendell Johnson makes this matter of factual recognition as clear as a few words can do it. At least I have never read, heard, or seen any better explanation, though it may somewhere exist.

The fundamental concept for the executive today, then, must be one of adjusting himself to the changes and variations in his field—and in any field which will directly or indirectly affect his own. He cannot survive as a tool of his own mental conditioning. He can only survive by recognition reflexes—the ability to recognize, seize, and act only on the best of facts. Business today is traveling jet-propelled. There is no place or time for the fanciful self-sufficient brass hat.

For further exercise in better fact-finding and better judgment, you might check your problem actions against this outline:

- a. Determine your objectives, aims, goals, desired results.
- b. Look for the facts. Go over any record of similar past experience. Find out what rules or policies apply. Talk with everyone concerned and get their opinions, knowledge, feelings. (Yes, *feelings*—it may warn

you to analyze whether you have injected some of your own in disregard of actual facts.)

- c. Consider, weigh, decide. Be sure you have all the story obtainable. Fit your facts into logical patterns. Consider their bearing on each other and what possible actions are open. Check on established practices and policies to measure deviations. Consider again the final objectives, aims, goals, or desired results to make certain you are still headed in the right direction.
- d. Make certain you are not jumping to conclusions—then take action. Be careful of your timing; see that you have the right kind of help, or have assigned details to the right subordinates; check and police the work to see that it is done properly—without being obvious. This will help you catch errors in time for corrective measures. Don't expect perfection—and don't pass the buck.
- e. Check final results—be particularly curious about hitches, delays, minor errors, to take advantage of this new knowledge on the next problem, if it can be applied.

There was a manufacturer who could have used such a check list. He had an advertisement in a well-known national weekly magazine some time before this writing. He made an electric razor and the advertisement was probably influenced by the man who invented it, the engineer who produced it, or a plant manager. Whoever he was he knew that the razor worked well—knew all about it—but he didn't bother to find out how to approach the public. It was a wonderful piece of machinery. He showed a phantom view of the razor's insides. He talked of the number of vibrations, cutting edges, lifetime non-kinking cord, non-breakable case, sealed-in-oil motor, etc., but not once did he tell the public that the thing *shaved!*

To provide better fact-finding recognition reflex learning, I have some suggestions for achieving this new horizon. It may be done in your spare time, and I believe you will find it very interesting although it may interfere with your pure enjoyment of entertainment while you do it. After a few weeks of such analyzing, I feel you will consider it a small sacrifice in view of your new mental attitudes.

1. Set up several short periods a day, ten minutes or so, during which you might review things you have said, or things you listened to, evaluate them as objectively as possible to see where fact deviated from wishful thinking or fancy.
2. When you go to a movie or a play, when it is supposed to carry a message, try to determine how the writers and producers are trying to win your acceptance of their message by appeals to your emotions. Try to uncover "against" arguments which they have carefully avoided.
3. When listening to a political speech, an appeal for charity, a religious dissertation on a non-sectarian basis—try to uncover their appeals to your emotions, separate the facts, and, if you can, *uncover facts left unsaid* because they might prove argumentative.
4. In cases where you disagree with what you see or hear, in items 1 through 3, try to determine whether your disagreement is due to previous mental conditioning to reject the things you dislike, or whether your disagreement is based on common sense factual evidence. You will feel a bit frustrated at times because you cannot "talk back" and debate the subject. This is a good time to examine yourself—is it because you know fact or because of automatic mental bias, prejudice, conditioning?

The selection of Madison and Jefferson was sufficient proof that George Washington had one right brand of knowledge. He acknowledged that he did not know it all, and this is knowledge. The very determination of some men to cling to some absurd idea, doctrine, or theory, confirms the position of each as that of a brass hat, and not of a progressive fact-finding executive.

They say that light travels at remarkable speed until it hits the human mind. Here is a new horizon—and a chance to let in a little light.

“EXECUTIVE OPINION IS . . .”

“In your opinion, what are the essential measures an executive should take to broaden his viewpoint and improve his abilities to handle his responsibilities?”

FEN K. DOSCHER, Vice-President in charge of Sales, Lily-Tulip Cup Corporation, states: “In my opinion there are three spheres of activities which are absolutely essential if the average executive is to broaden his point of view and be progressive:

1. He should mingle intimately with both ends of his business, from production to sales, in order to fully comprehend the contributions of both to the end results. Too many executives are desk and appointment-pad slaves. They should leave their desks more frequently for the field.
2. He should develop an ability to surround himself with two types of men—*a.* those with long experience, and *b.* juniors with new ideas and progressive viewpoints. This will tend to have a stabilizing affect on decisions and planning. Long experienced men are usually security conscious and so desire to avoid errors wherever possible. Younger men are more in-

clined to advance ideas and take some chances. The two combine for a progressive balance and intelligent progress. Too many executives are prestige minded and fail to see the advantages to be gained from this type of organization and administration.

3. He should engage in outside activities with other men at his own level; those engaged in other businesses and industries. In this way he can keep himself informed on developments outside the narrow confines of his own line, and on developments which might have either a direct or indirect bearing on his own business."

RAYMOND C. JOHNSON, Assistant Vice-President, New York Life Insurance Company, states: "Today's progressive executive must be constantly on the alert to changes and variations in business—his own and such allied fields as may affect his own field either directly or indirectly. In my opinion, he should not neglect such avenues of self-improvement and broadening as:

- a. An understanding of the importance for the constructive organization of his time
- b. Periodically evaluating his knowledge of better personal relations
- c. Periodically evaluating the identical interests of management and employees
- d. Periodically questioning his own routine methods to see if better, quicker methods may be applied
- e. Periodic self-analysis of his own specialized knowledge to determine how out-dated it may be and what steps are required to bring such knowledge or skills back to current levels

The progressive executive realizes not only on his narrowly specialized job skills. He seeks to grow horizontally

with increasing rapidity as his vertical advancement nears its final limits. It is difficult to conceive of any executive remaining for long in a successful position without that type of expanding point of view."

CHAPTER 6

The Danger of Repeating Errors

Out of pity, philanthropy, goodness of heart, or just ignorance, we may hire a careless clerk, a careless anybody, but intelligence knows that it is not good business to carry this careless zero into management circles at the expense of the willing and the efficient. That sort of management personnel doesn't last. Repeated errors are indisputable evidence of either ignorance or indifference. One may take his choice.

One of the leading companies in the electrical industry has been beating the drums for years to get the general public and industry to use more electricity. After all these years, one executive in the firm who would not permit himself to mould in the perpetual habit of either ignorance or indifference, initiated a quiet survey which showed that the company is far from electrified and could step up its own use of electric power by a third.

New York has a law which requires fourth offenders against society to be sentenced to the penitentiary for life. Every year there are new "lifers." If such stiff penalties do not deter a repetition of errors—can the average individual, in the average well-ordered life, be certain that he is not repeating his own errors over and over again? Can he be sure that he is not doing things the wrong way all the time? This may not be serious, or it may be serious enough to undermine his very security and career.

And it isn't as though these errors were concealed or difficult to ascertain. The head of one company told me, "I have had many executives working for me who erred over and over again in spite of obvious warnings. One in particular, who was an excellent executive in other ways, erred many times notwithstanding many severe warnings given him. His excellent personality overshadowed his shortcomings to such an extent that it took a number of years before the weight of his continued errors brought about his elimination. He was surprised when it happened for I believe he was lulled into a sense of false security because nothing drastic had ever happened in spite of his repeated errors and the warnings given him. The man just couldn't seem to change his own habit patterns, and I do not believe any man can be worthy of the trust and responsibility of an executive position unless he is flexible enough to change, and sense a need for change."

Frank M. Head, Vice-President of United Cigar-Whelan Stores Corporation, told me recently, "Repetition of error reminds me of some brass hats. I consider brass hats the type of executives who are arbitrary, and will not deviate from established habits, policies, personal beliefs. In my estimation this is one way of being absolutely certain that you will make mistakes—the same ones on many occasions. The progressive executive, on the other hand, is one who is liberal minded, and will accept suggestions that will bring about improvement in established policies, regardless of his former habits and beliefs."

It seems then that we must avoid the predicament of the fellow who found a cheap boomerang and practiced with it until he could perform perfectly even in the darkness of night. He perceived that he could do even better if he had a new and better boomerang. So he went out and bought it. But, so the story goes, he is now in an institution, for it

seems *he learned to use the old one so well he couldn't throw it away!* Our error habits can get us into similar difficulties.

An executive with George W. Millar & Company, Inc., H. Henry Krudop explained to me his own system for avoiding continued errors, and it was so logical and orderly a method that I got his permission to repeat the information in this book. He makes two brief lists on occasions. He doesn't do it three times a year, or twice, or every month or so on the dot. Whenever he feels the need for a self-check, he does this regardless of frequency.

LIST 1

- a. Lists the things he does frequently each week—the more or less regular tasks and requirements.
- b. Checks each item to see if he can improve his methods, if he can delegate some details to others, if he is needlessly doing things which should be handled by his staff, and if policies, routing, or personnel require change, improvement, or better supervision.

LIST 2

- a. He keeps a list of his errors which come to his attention.
- b. He checks items which are not of his own making, but a result of poor policy, methods, or routines on which he has had no opportunity to voice an opinion—in view of future suggestion possibilities for higher management to consider.
- c. Eliminates his own errors, and those errors which he can control in others.

“This looks kind of trite, I imagine,” he said to me, “but it is a lot easier on paper than in actual practice. However,

I can assure you, once you get the hang of it, it is surprisingly effective."

In the preceding chapter I mentioned that people tend to adopt a style of living, and that it extends itself into every phase of living. It applies to our working habits, our mental patterns, and our methods for judging and deciding. Most men are creatures of habit. They are addicted to certain ways. They contract definite customs. They get into grooves. They keep on in the old jogging way until they become seasoned to error repetition as well as the methods they feel are most secure for their own welfare.

In his article, "You Rarely Learn By Experience," published in *Your Life Magazine*—April 1945, Albert Edward Wiggam states:

"When some wise man said—The only thing you learn from experience is that you don't learn anything from experience—he did not learn this charmingly false idea from his own experience. Few people ever learn that much from experience. He got his idea from the only place he could get it—the experiments of the scientists. They are the only human beings who utterly distrust their own experience, because they know it is not only worthless, but leads them into error.

"For example, numerous researches originated by the late J. David Houser show that if you ask workers, from ditch diggers to executives, fifteen to twenty questions on what they consider the most important thing about their work and what they desire most, they will *invariably* rank pay all the way from fifth to twelfth in importance. They always rank questions dealing with the recognition of their dignity and importance as individuals far above pay. Workers do not strike for more pay but for *more life*, more recognition of their human dignity. But neither em-

ployer nor worker could have ever discovered this by experience. Only scientific study has found it out.

"Lest some skeptical soul be so wedded to his habit of trusting to his experience that he cannot understand why he repeats his own errors frequently, I might append a few of the reasons discovered by scientific study and experiment:

"1. Nobody knows himself or his experience well enough to know why he does what he does or thinks what he thinks. Eighteen years of remarkable experiments by psychologists Werner Wolff and A. S. Maslowe show that hardly one person out of a hundred could recognize his own bodily self, should he meet it on the street, much less recognize his own mind. He cannot recognize his own voice, or handwriting or photographs of his hands, which he has been looking at all his life, although when he sees them or hears his voice they strangely move him. These astounding facts unearthed about the human mind, show the impossibility of a man being *intelligently* guided by his past experiences when he cannot even recognize them as his own.

"2. We are guided vastly more by our emotions than by our intelligence. We *feel* our way blindly and vaguely instead of *thinking* our way clearly and intelligently through life.

"3. The deepest urge in human nature is the desire to be important—to preserve our ego at all costs. We therefore 'rationalize' all our experiences and find 'excuses' instead of 'reasons' for our conduct, especially for our mistakes and misdemeanors.

"4. Throughout the ages we have been actually taught, under threat of hell-fire to 'repent' our errors of experience and 'sins.' This has meant making ourselves feel as mean, ornery, inferior, cussed, worm-like, and lousy as

possible. Psychologists have clearly demonstrated that this emotional turmoil not only prevents our making any clear analysis of our errors and any intelligent plans to avoid their repetition, but *actually tends to promote their repetition*, and, partially or altogether, to paralyze our ability to reform.

"In sum total it is *experience itself* that prevents our learning anything but the most meager bits of the Wisdom of Life from life itself. We learn nearly all of it from our scientists and the other unusual minds *that can analyze the obvious*, and who, therefore, become our teachers and leaders."

Our immaturity in the ability to be flexible is reflected in what might be called *hypnotic fixation*. I might even go further and break this down into type of hypnotic fixation:

Satisfaction with self. We tend to see ourselves possessed of such virtues and abilities it is hard to admit that these things exist in others. We so pride ourselves in our own skills, our own knowledge, our own depth of experience, that we feel ourselves perfectly secure from the ultimate encroachment of others into our sphere of activity, and we resent suggestions that we could benefit or improve by changes in our established beliefs and habits.

Satisfaction with our own logic. We tend to feel absolute satisfaction and perfection in how we approach and solve our problems. We tend to acquiesce to failure or error by rationalizing—in what we consider a reasonable manner—that human beings are not perfect, and, therefore, we should look at the progress we have made in spite of our errors.

Satisfaction with our own difficulties. We tend to accept our problems and difficulties with a greater affection than to accept possible remedies or changes which would help us correct these things. We tend to love our problems as

old people love their ailments. They become conversation pieces. We become trouble hypochondriacs.

You can be mighty sure, if something has been done in the same way, by the same methods, by the same routines, for fifteen or twenty years, it is a good bet it is being done the wrong way—or that better ways exist. You had to learn, on the way up, that if you inclined to gloss over your errors, or to excuse your mistakes, you would not be considered ready for the greater responsibilities of executive leadership.

"You can bandage this thought on your brain," says George H. Marchant, Manufacturer's Safe Deposit Company. "No man will ever maintain a successful position for long until he is willing to make a special study of his own errors and then do something about not repeating them."

Such a prescription is not beyond any intelligent man's reach. Regardless of the individual's limitations in his past, however great were the perpetuation of his mistakes, the fact we can accept is what he may have to do today to correct himself *is well within his capabilities*. You are not being called upon to fly to the moon, or to find the perfect defense against the atom bomb, or to work up a miracle or two. You are only called upon to make a few decisions which will affect your own welfare. The only price you will have to pay for continued progress, a new horizon to achieve, is a few decisions to make some changes. You are not held prisoner by habits for you have at your command, once you decide to use these things, such resources of mental will and intelligence that you would hardly assume to claim them on just your own say so. Well, take William James' say so then: "The human individual lives far within his limits; he possesses powers of various sorts which he *habitually* fails to use. He energizes below his maximum, and he behaves below his optimum.

His life is contracted like the field of vision of an hysteric subject—but with less excuse, for the poor hysteric is diseased, while in the rest of us it is only an inveterate habit—the habit of inferiority to our full self.”

Thus it is, most rigidity in behavior comes from rigidity in thought. Here we store our beliefs, our intentions, our so-called reasonableness and logic, and our self-satisfactions or hypnotic fixations. And these are the things which sponsor the repetition of our errors. At this point I should like to present a list of questions which the reader might answer. These questions are in two parts—the first set representing direct situations which indicate mental and behavior rigidity for every “Yes” answer; the second set representing indirect situations of mental and behavior rigidity for every “Yes” answer:

SET 1

- a.* Are you very set on a specific system for anything?
- b.* Do you lean heavily on statistics?
- c.* Are you inclined to argue readily?
- d.* Do you tend to be impatient with new or different ideas?
- e.* Do you place a great deal of importance on family ancestry?
- f.* Do you like the power or authority of giving orders?
- g.* Do you tend to dislike too much familiarity—otherwise expressed as “equal rights”?
- h.* Do you believe in absolute obedience to leadership—a “do or die but don’t question me” attitude?
- i.* Are you very much concerned with money—your own income?
- j.* Are you inclined to tell others what is good for them—what is right—what is wrong?
- k.* Are you inclined to dominate other people’s ideas—try to alter them, or discourage their use?

- l.* Are you usually on guard against being fooled by others?
- m.* Do you tend to become visibly angry when someone breaks one of your cherished conventions or convictions?
- n.* Do you tend to deny anything until proof is presented?
- o.* Are you markedly impatient with people who interrupt you?
- p.* Are you inclined to be combative when you are contradicted?
- q.* Are you inclined to be overly-critical of the mannerisms and behavior of other people?

SET 2

- a.* Do you object strenuously when you are cautioned or restrained?
- b.* Are you disturbed when others do things in a different way from which you would do them?
- c.* Do you feel irritable when people express opinions and beliefs contrary to your own?
- d.* Do you feel exasperated when having to explain things more than once?
- e.* Do you fear being credulous?
- f.* Is it difficult for you to adapt yourself to the ways of associates?
- g.* Do you pride yourself on your cautious, deliberate, nature?
- h.* Do you hold traditions in very high esteem?
 - i.* Do you recognize that you are inclined to be stubborn and contrary frequently?
 - j.* Do you consider your personal security more important than anything else?
- k.* Do you have a very high regard for college degrees?
- l.* Are you skeptical when people offer you their help or advisory opinions?

- m.* Do pet superstitions frequently manifest themselves in your mind?
- n.* Have you a fear of being too general?
- o.* Do you tend to refuse to change your opinions?
- p.* Does it give you a feeling of elation to prove your point?

The most important part of trying to score yourself on those two sets of questions is to determine what lies in back of every "Yes" answer. It would be difficult to establish any good, average, or poor score. Instead of making a game of this important self-inspection, it is the serious aspects to which we should look. None of us is perfect. Everyone will admit to more than one "Yes" answer to those questions. The most perfect man I have ever met was the perfect fool. The most dangerous form of madness in anyone would be to insist on and expect perfection. We are not after that. We are after improvement.

Every "Yes" answer indicates error habits. These, as you can readily recognize, grow out of a tendency of the mind to repeat itself, its processes. The greatest danger here is that this habit path *tends to become the easy path*. Therefore, the settled, or habitual, individual sets himself against any new way of doing things, any changes which would require a personal change in habit or thought. The progressive executive, on the other hand, frequently finds himself in a position where he must turn aside from these old patterns—the easier way—and travel the more difficult routes of the strange and unfamiliar, for the sake of continued progress. The progressive executive learns quickly that the methods which brought him to success may soon be out of date. He tries to move with the times to avoid stagnation in a continued repetition of his own errors.

Recognized errors are in a sense good discipline for they teach us not to expect continued success without difficult adaptations to changes in methods, trends, and fixed assumptions. They may teach us also to respect the successes of other people and to place the proper values on such achievements in terms we can understand.

For most of us, it is hard to know how to correct such bad habit patterns, even when we recognize them for what they are. We are inclined to feel frustrated over the ethereal quality of thoughts and how to control them, much less improve our thinking habits.

For the average executive—people I consider sufficiently intelligent to adopt the idea, there is a method which proves very effective. For example you cannot like and dislike a person at the same time. One thought will be antagonistic to the other. With this as a starting point, you can concentrate on your thoughts from the angle of what it is you are inhibiting. This is the very foundation of thought control, and because all action begins in the mind—you can control your behavior patterns.

The next time you resent some action or behavior in others, which is or seems to be accepted by associates, try to discover what kept you from thinking in terms of acceptance rather than rejection.

- a. Is it a carry-over of parental training in childhood?
- b. Do you, or have you, a desire to do that yourself but have restrained yourself because of earlier conditioning?
- c. Is your resentment inhibiting less desirable admissions of jealousy?
- d. Is your resentment inhibiting less desirable thoughts of inferior comparisons of self to that other individual?

You can check your impulses, your desires, in the same

manner. The process requires only that you recognize when you have a fixed or negative thought pattern, an undesirable thought pattern, or a habitual thought pattern which you know is undesirable and therefore an error repetition every time you think it. A little practice will quickly help overcome stubbornness, argumentative attitudes, contentiousness against new ideas, resentments over criticisms, and other patterns which are not compatible with the best performance of which an executive should be capable.

W. F. Arnold, Vice-President of the Underwood Corporation, said to me, "Fear of failure is the most common reason for repeating our own errors. We tend to cling to outmoded methods, ideas, routines because they are familiar to us. Wrapped up in these are numerous errors which we repeat over and over again—for we cannot correct ourselves without treading the paths of the new methods, new ideas, and new routines. The same applies to fear of criticism—which we will tend to ignore if we can, justify if we cannot ignore—instead of falling in step with our critics and intelligently selecting such points as we feel are reasonably just. Similarly, the fear of responsibility, which we tend to handle like the fear of failure."

Other errors of reasoning include the error of generalization—applying to all cases or individuals a conclusion established only in one or a few cases—thus, all foreigners are bad, all our countrymen are good, distrust of those who hold a religious view opposed to our own, etc. And the *post hoc* argument—therefore because of that—in which a casual relationship is assumed where a sequence is observed, such as ascribing prosperity to a political party which happens to be in power just because the farm crops were

very good and high employment resulted from increased purchasing power.

Another example is that of giving the word "speculation" the connotation of evil when we live in an economy such as ours, based on individual ability, individual initiative, and individual risk. Our whole economy would collapse if progressive people stopped risking their money or their brains, and yet some people continue to practice such an error of thought.

Frank W. Lovejoy, an executive with the Socony-Vacuum Oil Company, expressed his opinion of error repetition in executive thinking in this way: "In my experience I have found that the average executive must overcome and discard the fear complexes which usually attend the attainment of greater responsibilities. These fears engender a too rigid and painstaking application to the job which tends to retard the free and easy attitudes so essential to efficient administration. Mental rigidity and a hanging on to personal beliefs and opinions cause more executive errors than any other personal actions."

Thus we provide another horizon, another achievement which the executive may attempt and the degree of success will, of course, be no greater than the desire to analyze one's self in all honesty. But we face one mental rigidity at this point. I believe Frank W. Lovejoy also expressed this point very well when he wrote to me, "The brass hat official has a tendency to feel and believe that his job makes him, instead of the need for his making the job. The brass hat thereby limits his activities and his thinking to the limits and patterns of the job as he found it—with very great chance for repeating not only his own errors, but also the errors of his predecessor. The progressive executive, on the other hand, assumes the job to be only a starting point for greater achievement, and keeps his mind

open, himself ready, for any changes which he may have to entertain or initiate."

Another executive told me of several personal experiences with executives who repeated their own errors with more serious consequences to themselves than they expected. "I recall several instances," he said, "where I have had field executives who were very successful in their work but periodically would over-indulge and disgrace themselves socially. This usually reflected on our company in unpleasant ways. I had to warn these men several times a year, but even with the understanding that if I heard of any further instances of such bad judgment publicly displayed, that they would be automatically fired, they continued until they lost their jobs. I cannot understand how men in responsible positions can be anything but utterly unqualified in character for executive duty and repeat their errors in that way. The net result is that we no longer tolerate such mistakes more than once."

Inattention to warnings and obvious signs that we are courting the danger of repeating our mistakes is sometimes incurable, as that business executive found out. His executive field men found out that no one can afford to be incurable. My own experience is that inattention, or failure to register, is one of the greatest drawbacks to executive efficiency. Inattention saddles the wrong nag, puts the wrong address on the right envelope, the right paragraph in the wrong letter, and carries the message nowhere. Some people have a regular tunnel right through their heads. You can call their attention to something at 9 A.M. and 3 P.M. you will find them ignoring everything you've said. They do not register recommendations and do not remember rebukes. They tend to lapse into "lapsus." Like the brass hat who tends to feel the job will make him

—rigidity of thinking and inattention is the sign of forgetters, slips, fumbles, errors, and blunderers.

A large eastern bank advertised its unclaimed accounts in a series of recent newspaper ads. Under the heading of "Official Checks"—the name printed being that of the payee—there was listed *Collector of Internal Revenue, address unknown!* Who made up that list? Who checked it? Who O.K.'d it? Who made up the advertising layout and copy? Who checked it? Who O.K.'d it? There must have been some executives along the line.

Arthur S. Fleming, retiring United States Civil Service Commissioner, called for a more rigid investigation of government personnel to prevent "mistakes." He attacked what he called, "two-by-four bureaucratic bosses" in government agencies and said, "Mental ability alone does not qualify a person for public office."

I know lots of honor students who will never hold more than mediocre jobs in life simply because they have not learned to make use of their knowledge, or to take advantage of their own brilliance.

"The trouble with a majority of luke warm executives," a bank vice-president said to me, "is that they realize their mistakes but do not realize on them. Most of their errors are not due to lack of education, but are largely due to not thinking ahead. Many executives, in my opinion, are more ambitious or worried about their own security, than they are thoughtful, or open minded, to progressive action."

Staying out of grooves of repetitious mistakes carries its own rewards in the form of growing abilities to do so. Staying in, shows a lack of growth; even decadence. It is time for you to begin to think about your own mind—the source of all your actions and errors. Observe it, analyze your thoughts, decide what you want to do about it. The only fellow who would have any excuse for

refusing the possibilities of this new horizon is the fellow with a limited brain.

Progressive executives are men who cannot help trying to do whatever is required of them better than brass hats think is worth while. I'll let you untangle that one while you think this error repetition over again.

Individual narrowness—a point you might have argued with me earlier in this book—is responsible for mental and behavior rigidity. The suggestions given can polish up a few of your facets and give you a new brilliance where you may need it most.

“EXECUTIVE OPINION IS . . .”

“What are the essential differences between a brass hat and a progressive executive?”

HARRY R. WHITE, Executive Secretary, Sales Executive's Club of New York, states: “In most cases, isn't it a man's capacity for appreciation which stamps him either a brass hat or a progressive executive? Look under the brass hat and you will find a man gives no credit for his business success to those who have helped him reach the top. He probably considers himself a self-made man. He likely resents anyone else sharing the spotlight. He is inclined to grind down his associates and subordinates to make his own pedestal higher and thus stifling initiative in others. His attitudes seep like a virus through an organization. It is one of the commonest causes not only of bad employee-relations but also of bad public relations. Brass-hatitis is not incurable. But it usually takes a big jolt to effect the cure. One of the best-loved presidents of a New York firm was an insufferable egotist ten years ago. He was an executive at the time. His president thought enough of his other abilities to try to reform him. He issued him an ultimatum

—reform or quit. So our egotist traded in his brass hat for a felt one and found it a pleasant change. People began to like to do things for him. He showed his appreciation at every opportunity. He soon became vice-president, then president when his old boss retired. That is only one of the many incidents in my experience which indicate that the principal brass hat deficiency is a lack of appreciation—whether it is for new ideas, ordinary human rights, or progress vs. stagnation.”

FREDERICK B. HEITKAMP, Vice-President, American Type Founders, Incorporated, states: “It may be difficult to classify a brass hat, but I know many who have risen to a position of leadership through hard work, initiative, and intelligence, but who have been softened by success and for one reason or another have let down on their oars. I think we have too many of these in industry today. Age does not make the brass hat. It is indifference, self-satisfaction—both physically and mentally. It seems to me that an awakening on the part of many brass hats is an urgent need. Maturity and experience have valuable contributions to make but brass hats have to get back into the harness of more aggressive leadership and co-operation. Younger executives can supply that creativeness, that initiative, that hard work, but they lack the mature experience of the older executives. Let’s see brass hats turn more progressive. It may take a little work but it is vital to our way of life.”

CHAPTER 7

Open Your Mind to New Ideas

Typical of the average brass hat is the attitude that his job makes him. If we look a bit deeper, we can frequently see that this attitude is really one of *protective mimicry*. A technical definition of that term might be stated in this manner: ". . . the assumption by a living organism of certain characteristics designed to conceal it from its enemies by making it appear like something else, or like the environment in which it is habitually found."

As with animals—so with man. Only in the animal world, protective mimicry serves a very useful purpose. In our human world it is foolish to believe that protective mimicry is an effective means of self-protection in a job. Yet, many men engage in it, insisting on strict adherence to routine, policy, methods, and anything which is familiar, or to which they are comfortably and *safely* accustomed.

"Imagination and new ideas are the blue prints of enterprise," a trade-paper publisher told me. "Industry without imagination or idea participation will eliminate a healthy business or an active executive as rust will ruin a robot."

Most executives realize this point. Then why do some hold themselves aloof from new ideas? Fear, cautiousness, and egotism, are probably the causes for their rationalizations—and yet we know, every individual problem can be solved, every individual situation can be improved. Only by keeping one's mind open to new ideas, new avenues of

investigation, and by cultivating this attitude as a habit, can we ever gain the experience necessary to prove those ideas or investigations as desirable or undesirable.

Education without labor is lost. Industry is unkind to those who think but little. Thinking takes us out of the employee and clerkship class into management circles. The product of all our efforts is thinking. Any man can think of what he is thinking, but it takes a smart man to be able to dig down deeply into his mind and find out why he is thinking what it is he thinks about.

Before we can determine whether you keep an open mind, or a closed mind, to new and different ideas, we must consider the aspects of the individual's personality patterns, for these have a great bearing on how difficult or how easy it may be for him to develop an open mind.

An executive came to see me because of recent reverses in his employment. He had lost out on several promotions which he felt were due him. It turned out that he was a man with a wounded ego; in fact, he paid constant attention to it. It was sensitive and had to be favored to the exclusion of all other things. He was overly sensitive to slights and criticisms, and could not admit to mistakes or to his own delinquencies. He carefully shifted blame onto others, and his animosity and resentments were easily aroused.

In our talks I explained to him that his ailing ego could, and did, make him deny facts, new ideas, suggestions, in favor of self-interest and narrow prejudices, just as a bruised leg would make a man stop work and seek some form of relief from the pain.

Basically this man was an introvert. But personality is a force which undergoes continual change. There was no indication that he was regressing, but in fact that he was rounding out in increasing freedom from type restrictions.

He was approaching a stage of ambivalence. His extreme sensitivities were hold-over emotional objections against letting down the wall of reserve so he could respond more freely to other people, to their suggestions, and even to their criticisms. Under direction, in a period of several months, he gained an extensive interest in things outside himself, and a breadth of view which supplemented, not supplanted, his intensity and depth of feeling. He soon overcame his distrust of things outside himself. He accomplished the feat of getting outside of himself—and this is something truly remarkable for an introvert.

The extrovert, of course, is normally concerned with things outside himself and has a much easier time of it, as far as communicating with people, with ideas, with suggestions, and with criticisms. But there are selfish extroverts. The selfish extrovert does not seek out other people in an unselfish way—he thinks only of what he can get them to do for him, whether it is to do his thinking, his bidding, his work, or to take the blame for his errors.

In order to avoid a complex discussion of personality types, and to analyze the reader as to type, I might say here that you undoubtedly have some idea as to whether you are introverted or extroverted. If you don't know, there are plenty of good books on the subject. However, assuming that you are aware of your type, then you might keep these things in mind:

Introverts: You are inclined to be alienated from the outside world. You are likely to concentrate your attentions within your subjective domain, with the consequent danger of losing your understanding of your relationships to things outside yourself. Original in idea production, but you tend to lose idea-improvement values in your mental seclusion.

Extroverts: You tend to lose your realization of the

inner parts of your experiences. Your efforts at communication with external things, people, affairs, tend to cut you off from the evaluation of experience as might be advanced by your own mind. This makes for loose concentration and a tendency to jump from subject to subject without sufficient consideration.

Whereas the introvert should seek to develop by dropping his walls of reserve and concentrating a bit more on the relationship of the outer world to his inner world, the extrovert needs to develop depth in addition to his breadth—to concentrate on fewer and more intense interests, fewer and more concentrated personal relations—so he can get off the speeding treadmill and catch his wind in inner contemplation more frequently.

Assuming, as an executive, that you have partially—or even wholly—developed (psychologically) an adequately adjusted personality, then, let us see whether you are taking full advantage of your real possibilities or if some hold-over habit patterns are still interfering with your thought processes:

- a. Do you strive not to manufacture excuses designed to help you avoid treading new and untried paths, or to avoid new responsibilities? Some men, for example, belittle the things, situations, circumstances, they fear as “unworthy of their time and efforts.”
- b. Do you avoid over-preoccupation with yourself? Concentration on, or fascination with, one’s troubles, real or imagined abuses at the hands of others, excludes practical attitudes of receptivity to outside ideas and experiences.
- c. Do you welcome new experiences even if they tend to shake your own convictions of your personal abilities and knowledge? Many men “freeze” out every possible challenge or suggestion which may

remind them of their own shortcomings, lack of ability, or lack of special knowledge, rather than accept these signs as guideposts to greater development along required lines.

- d. Do you manage to inhibit feelings of resentment or resistance to outside suggestion or advice? Many men interpret suggestion and advice, no matter how good it may be, as a type of unkind and undesirable criticism of their abilities to think for themselves.
- e. Can you control your ego in order to avoid open obstinacy and other stubborn attitudes toward situations which call for open admission of previous errors of commission or omission?

The last item doesn't require any explanation, and we can sum up all those items in what a corporation president told me about faults in executives: "The worst fault I have to find with any executive," he said, "is the stamina and endurance which some of them exhibit against the encroachment of new ideas into their complacent, static, comfortable thinking processes. This is frequently so absolute in its nature as to strike the observer as being downright stupid."

It seems sensible then, that if you and I can control the thoughts within our minds, keep our emotions under control so they do not wrongly condition our thinking, we will rarely be harmed or licked by circumstances and situations which go on outside us.

Concerning this, Arthur H. Motley, President of Parade Publication, Inc., wrote to me and stated, "An executive who has overconcentrated on himself, who feels superior because of his office, or who holds himself aloof from opinions, suggestions, and ideas, which he feels have not been originated in his own mind, will learn that as he alters his thoughts towards things, and towards people, then

things and people will respond differently and more acceptably towards him. The man who learns this is usually astonished at how rapidly and how favorably the material conditions of his life improve."

I should like to outline for you several major stumbling blocks which the progressive executive manages to avoid in order to keep an open mind to everything which may aid him in doing a better than average job. Such suggestions as I may throw in for overcoming these hindrances are, I assure you, not meant to insult your intelligence but simply to provide starting points from which you can carry on your own analysis of your personal situation with regard to these circumstances.

1. *Boredom.* For the third or fourth time I must state that many executives are suffering from boredom in their jobs. Call it unconscious dislike for established routines, or the day-to-day requirements which pile up and demand immediate attention until you seek refuge in such excuses as fatigue, fault finding with subordinates on whom you would like to place the burden of tasks you have to handle yourself, etc. Let's face it—interest in your work is the best evidence in the world of your worth to the organization. When time and thoughts hang heavy, when you can see no chance for deviation to better methods, *it is your duty to get interested or get out.* I have seen many executives flit away time to the point where no justifiable reason existed for them to expect continued success. For such men, opportunities begin to lessen because they fail to see those which exist in their daily jobs. Their abilities are discounted by sharp observers. Even their ambitions tend to grow less and less. They become overanxious about their situation, suffer from unconscious worries about their anxieties, and become so self-centered that they wind up doing nothing. There is a practical rule you can apply to

overcome any state of boredom or disinterest in your work. When this situation, this conflict between your will and your desires is recognized, you should force yourself to find new incentives with your imagination itself. For example, after starting a piece of work, if it seems to bog down in a mass of tedious details which promote impatience, feelings of distinct dislike, or boredom, and you find yourself desirous of changing over to some more pleasurable activity, go back over the motives or necessities which caused you to undertake this piece of work in the first place. Revisualize the end results, the long-range planning, the anticipated effects from the completion of this job, and thus enlist your imagination in the fight to open your mind to continual progress. Imagination, brother to initiative, is a word a mile long. It is the energy or attitude that tends to open and develop new fields. Organize, inaugurate, conceive, undertake, launch something. If a honeybee should stop to become bored with the thousands of dry and honeyless bushes and dead branches that get in his way on every flight from the hive, what a time he would have in succeeding in his purpose.

Dean Carpenter, Vice-President and General Manager of the Roosevelt Hotel, New York City, seems to have the right approach. Even though his business is a bit different from most, the techniques might be applied to any job. He told me, "A large hotel contains all of the equipment and requires all of the operations necessary to run a small city. It represents many businesses, all housed under one roof. As general manager of the Roosevelt, I must deal with all of these various operations which keep my interests varied. However, *I make it a point to learn more about the different industries represented in the hotel than I actually need to know.* By doing this, I can 'lose myself' at the reservation desk one minute, in the kitchen the next, then

the engine room, the laundry, and so on. If I see a photographer about to take a picture, I ask him what the latest improvement is in lighting. I don't *have* to know, but it is mentally stimulating to find out. As a further guarantee against getting into a rut, I make it a habit to play golf, ride, or hunt on week-ends and holidays. While indulging in these sports and hobbies I can't even think about my work—which makes my thinking better when I return to it."

There are many executives who know their own phase of a business pretty well but would find it difficult to substitute for another executive in another department. Nonetheless, adopting a program such as Dean Carpenter's in your own business would provide an eventual scope of knowledge which would require recognition from top-level management, or if you are already a top-level executive, give you a more up-to-the-minute picture of the organization you control.

2. *Inability or Dislike for Using People.* Asking for help from others, seeking advice, or suggestion, is certainly no sign of weakness. On the contrary, it is a sign of advanced intelligence, but the way some executives shy away from it one would believe they risk their very lives by asking a question which might reveal some lack of knowledge. This is especially true in circumstances where an executive declines to ask help from men who held his job before him—men who may have come up against similar problems and could be of the greatest aid. I cannot too strongly emphasize that absolutely original thinking is impossible *since thinking is the conscious association of two or more perceptions*. The individual's originality is strictly limited by the perceptions of his lifetime. If two people have led identical lives (a practical impossibility) and have identical heredity (without mutation) they could

have identical response and could "create" identical original thoughts. In practice we do not have such situations. No two people have identical experiences and so the combination of existing perceptions is almost infinite. The only thing an executive should keep in mind, when originality is sought, is that it will be found more easily in people whose education, and environment, differs the most from their own, or from one another. With such facts in mind, can there be any reason other than individual manifestations of ego, which would prevent an executive from enlisting the aid of superiors, associates, or subordinates?

Eugene S. Thomas, General Manager of Television Station WOIC, is of the opinion, "Individuals tend to develop mental sets—particular paths of thinking—and they need outside opinions to jog them out of those grooves and patterns. Even people outside of your own business may be the answer to that new thought or fresh approach. Using other people, in the sense that you are smart enough to acknowledge that others have something you can draw upon, and not in the sense of manipulating other people, is another excellent method for keeping your mind open to new ideas."

Only one caution or reminder—use but *never steal*. Your objectives are to obtain originality, new thoughts, new ideas—not the credit for origination. Your credit will come from better executive leadership.

Need I add such reminders common to business in general as 14,300 suggestions received from employees at Westinghouse Electric Corporation during the first half of 1948, and that the same company paid out up to that time one million dollars in employee bonuses for new ideas, new suggestions? Or that United Aircraft Corporation named a new turbo-jet engine the Turbo-Wasp as a result of a suggestion from an employee? You can pick up your

favorite paper any day in the week and read such items in the business pages. Organization wise—or on an individual basis—two heads are better than one.

3. *Resentment and Disregard of Criticism.* There is little need for me to outline the emotional, the egotistical actions behind this stumbling block to an open mind. As an executive you have many subordinates. "Don't think that it is only the underling, the employee, the beginner who can profit by criticism," writes Gelett Burgess in an article, "How To Take Criticism," published in the November 1946 issue of *Your Life Magazine*. "Many a manager could get a fresh viewpoint and valuable hints if he could receive unprejudiced and impersonal opinions from those below him." Mr. Burgess goes on to state, "If you are able to take it, not emotionally, but intellectually—that is, to reject and ignore it if unfair, but to accept it and act upon it if just—then, no matter how humble your position in life, you are on the road to success." Criticism is like other medicine. Some of it is remedial, some of it is quack nostrum. And often the dose that is the worst eating does the most good. Perhaps Solomon put it all better in his Book of Proverbs. "Reprove not the scorner, lest he hate thee; rebuke a wise man and he will love thee." Undoubtedly, one of the wiser methods of keeping an open mind is to readily accept criticisms in order to weigh their value—and to act on such advice if it seems desirable. A factory manager told me, "Funny, how some men react to good criticism. Let them get something in their eye, and they can't wait to get it out and remedy the situation. But let a bit of criticism hurt their feelings, and they'll nurse it for a couple of days or longer instead of removing or remedying the cause." Fear of being forced to change your view, or to accept a new view, which in turn would force you to change your thinking habits, is largely responsible

for any "stand pat" arguments you may entertain. Get rid of that fear and you'll keep an open mind.

4. *Impatience and Reliance on Your Common Sense.* Strange as it may seem, this subject is seldom an acceptable one, but I feel it is important enough to mention here. To talk of patience usually tries men's patience. About the only way a man can learn the wisdom of patience, is to let him butt his head against one situation after another, trying to force issues, until he finds out that the best way to get through these barriers of time is to wait until some aspects subside and make the going easier. I am not advocating that you develop unresisting acceptance of the situations you may face. On the contrary, patience is the absence of fear, much humility, and generosity of feeling. Real patience requires will power. Real patience invites outside suggestion and help. Check your impulses to be impatient. They indicate resistance to outside aid. Some other stumbling blocks the progressive executive recognizes as things he must overcome and accomplish to do his best work are very well taken by Thomas S. Sites, Assistant Vice-President, The Dime Savings Bank of Brooklyn. He contributes these thoughts: "Learn to maintain good public relations with management in his own organization and with those outside with whom he presently or in future may have dealings. Avoid losing sight of the woods because of the trees, through cluttering his desk and mind with relatively unimportant duties and problems which rob him of time and energy which could be spent on more important matters. Learn to develop personnel for higher duties and thereby build morale within his operation by fair, just, and equitable treatment. He must learn to keep abreast of developments in his particular and allied fields and to keep himself currently informed as to all economic, political, and social conditions which affect his work."

directly or indirectly. Perhaps most important, he must overcome the tendency to try to do everything himself and learn how to delegate work and authority."

Another indication of resistance to outside thinking is the individual's reliance on his own common sense. Common sense, as we consider it, is the "Philosophy of Yesterday." The best definition of common sense I have ever heard is that it is what the average person would think in given circumstances, if there were such a thing as an average person. As the average person would judge his problems or needs by standards of the past, common sense becomes equivalent to conservatism, moderation, personal safety and security, and may not always be the equivalent to *good sense*. Good sense frequently requires a novel or untried course of action. Common sense tends to reason in likenesses. Good sense must reason that *what has been will never be exactly the same way again*. An open mind cannot depend on individual common sense—it must be a product of good sense.

"On looking back over my career, I can recall hundreds of things that would have speeded my success. The hardest thing for me to learn was to be aware of the knowledge and creative material outside of my own mind. I finally learned to make use of it. I wish my foresight had been as good as my hindsight." So said the Chairman of the Board of a major steel company in response to a question I asked on this matter. Let us keep in mind that the thought, "What is it?" and the thought, "Will it hurt me in any way?" are always fighting for eventual mastery over your actions.

What is new will catch your attention if your mind is open to it. But the tendency is for that something "new" not to hold your attention unless it is in part familiar, or somehow touches on your experiences in life. This is a

trick of the mind, and the emotions, to reject the unfamiliar. On this subject, I asked for an opinion from Edgar A. Steele, Regional Director of the well-known research firm A. J. Wood and Company. He said, "Real leaders are never concerned with the pleasure of their feelings of the moment. They are in control—over people and ideas—and in a willingness to sacrifice all personal vanity in the final accomplishment of a good job—no matter who gets the credit. This is executive development on a reasonably high plane."

In concluding this new horizon of personal development for the progressive executive, permit me to repeat that (a) there is no such thing as an "original" idea springing into your mind apart from previous experience and perception; (b) that the individual whose attitudes promote curiosity, and a willingness to assimilate outside perceptions, and descriptions of such perceptions of other people, will have the greater power to be "original." It is generally accepted that intelligence consists precisely in that capacity to form new combinations; but that even the most intelligent are dependent on sensations, experiences, and communication with others, for the raw materials with which to speed their own progress.

"EXECUTIVE OPINION IS . . ."

"What would you suggest as broadening remedies to overcome narrow specialization among the average type of executives?"

WILLIAM O'NEIL, President and General Manager, The General Tire & Rubber Company, states: "This question is of great interest to all management today because with the rapidly expanding needs for supervisory personnel it becomes more necessary that all of the promising super-

vision in narrowly specialized fields become acquainted with these activities outside of their own sphere in order that they may be promoted to positions that open up in such fields. For that reason, I would say that any management executive who realizes he is too narrowly specialized should adopt a definite schedule for a broad study of company policy, sales, product, manufacturing, and administration for one week or more a month as individual conditions might apply. He should make an extensive study of the duties and responsibilities of management in relation to our economy, industrial, and business life, and the leadership management must furnish to save our American way of life. He should take an active part in civic and business organization activities, not only within his own organization, but in his community and nationally, if possible."

H. D. BUTLER, Regional Director (N.Y.), International Correspondence Schools, states: "My suggestions to correct this situation would be:

1. That executives should join organizations other than strictly trade or business organizations which would give them an opportunity to broaden their viewpoint and to make contacts in fields outside of their specialty.
2. That they might take up courses of a cultural nature and yet having some relation to their business.
3. That they undertake studies in purely cultural fields, such as literature, languages, history, philosophy, as a means to a better understanding of group and individual problems today."

CHAPTER 8

The Importance of Your Personal Relationships— Part 1

KNOW YOUR MEN BEFORE YOU HIRE THEM

Every executive is seriously concerned with the proper rapport between himself and the people under his direction. Every executive is at some time concerned with turnover of personnel and replacement problems. It is difficult enough to get along smoothly with the variety of human nature the average executive must handle. As a matter of good sense, it pays to know your men *before* you hire them, and thus make your job just that much easier when you work with them.

Of course, this is not quite as easily managed in most cases as the procedure employed by the Hedgecock Artificial Limb and Brace Company of Dallas, Texas. All the personnel employed there are handicapped persons, and the company attributes its success to this policy. They do not employ anyone who isn't minus a leg, and has met and mastered their own problem. Such people are held to be better equipped to do a better job of helping others. They turn out to be more interested in their work, and the company feels that their employees have something in common with the customers. If all employment could be based on such *visible* evidence, things would indeed be easy for the average employer. But the hidden values which must be

disclosed by careful searching present more complex problems.

Brass hats, in most cases, continue to prefer the old methods of hiring associates and subordinates. The new-fangled scientific methods of selecting men do not appeal to them on the grounds that they do not understand those methods, have not made any effort to understand those methods, and in some cases have been near-victims of those methods.

I have a case in mind. The head of a testing agency told me about a prospective client who ordered a sample series of test-batteries. These were numbered and were to be administered by the client to job applicants, to some of his employees, and perhaps to some of the officials, the testing agency not knowing which test-battery was filled in by whom. Unfortunately, the official who started the inquiry, also filled in a test-battery and his report from the testing agency showed that he was unqualified to hold his position. That ended the entire connection. A progressive executive would have taken the revealing suggestions given in the report and made some attempts to correct his situation, or he would have called in the testing agency's consultants to talk the matter over. Many executives, doing a good job for their firms, would never have been hired on the results of modern testing methods. Many sales managers, doing a creditable job today, would not be hired as salesmen or sales managers if put to the test for another job.

Many of those executives, however, hire on the basis of test results without an awareness of these facts and their possible implications. I hope this material, as presented in this chapter, will bring about an awareness of this situation. Much as the incident of the girl swimmer who climbed out of the pool one sunny afternoon. A man standing near her, clothed in a dressing robe, gasped along

with other spectators, and pointed with shaking finger. She looked down and discovered that she had left her pants on the bottom of the pool. Grabbing the man's dressing robe from his shoulders to cover herself, they both fainted on the spot. *He didn't have anything on under his robe!*

It would take a five-foot bookshelf of the latest texts to cover a fairly complete range of the psychology of proper hiring methods. I would ask you to bear with my efforts at condensing so important and broad a subject, and my concentration only on the aspects of individual variances as they relate to proper employment and interviewing processes. It will interest the reader to note that I presented much of this material to a group of top executives in clinic sessions sponsored by the Sales Executive's Club of New York. Favorable comment of acceptance of this material was voiced by (this does not constitute an endorsement by firms or individuals) every member of the group which included, Joseph A. Adamsen, Vice-President, General Baking Co.; J. Sidney Johnson, Merchandising Manager, National Biscuit Co.; H. B. Idleman, Director of Sales Training, Dun & Bradstreet; Robert R. Hoffman, Sales Manager, Revlon Products Corp.; Ray Serfass, District Sales Manager, York Corp.; C. Field Griffen, Vice-President, Automatic Canteen Corp.; Peter R. Fullam, N.Y. Sales Manager, Carolina Absorbent Cotton Co.; C. F. Hatmaker, retired Vice-President, Pan American Petroleum Corp.; Dr. A. P. Sperling, head of The Aptitude Testing Institute, and fifteen or twenty more. These are progressive executives, and they were seeking better methods for knowing their men before they hire them.

We may begin then with the simple premise that never, in spite of a coincidence of identical test results on two people, can it be assumed that they are identical people.

If a volume of engrammes were written about superior executives who select their employees and subordinates with keen intuition, a deep knowledge of people, and an appreciation for the qualities of the individual and how he might fit the job, it would probably include many of my readers. In presenting this material, I give adequate weight to that thought; however, this book is written not to review our virtues but to reveal our more conspicuous faults and to offer suggestions for this new horizon of personal improvement.

It is beyond my humble powers to suggest anything which might improve your intuition. It is with your knowledge of people, and your appreciation for the qualities of the individual, that I will concern myself—individual variances which can separate identical twins as far apart as a suite in the Waldorf and a bunk in a Bowery flophouse.

The more specific the job, the easier becomes the task of setting up tests which do a good job of selecting the right people for that job. But the examination of tests used in determining the aptitudes, attitudes, and potentialities of individuals for such professions as teaching, law, nursing, or selling, will show that they are based on the knowledge of the right thing to do, but possess very meager means for determining if the applicant would, under normal circumstances, do the right thing. Such tests become a matter of occupational performance. Some of the factors involved in all the criteria which might go into judging the acceptability of an applicant may be specific, and specific tests can be used for those factors. They would only be part of the problem.

The other need is to make a rather critical analysis of the job under consideration and then to list all the factors that might go into making an acceptable performance in

that job. I have had ample proof of the importance of this latter requirement in talks with Morris Pickus, President of the Personnel Institute, Inc., and Dr. A. P. Sperling, Director of The Aptitude Testing Institute. Both these specialists in employee testing and selection have instituted such investigations as a part of the service they consider necessary in handling the personnel selection problems for their clients.

But psychological testing in employment processes has been standardized—almost to the point of handling human values as we would a mechanical product. We can predict with some certainty mechanical performance and issue specification sheets on mechanical equipment. To accept test reports on human beings in the same manner as we would accept a mechanical specification sheet is not fair to the job applicant and not fair to the testing agency. I am willing to make one exception to this statement—that would be a report issued by a testing agency prepared not only from test results but from a complete understanding and consideration of the applicant's past history and accomplishments. You will recall—many executives would not be hired today on the basis of test results alone. The only thing which would stand in their favor is *what they have done with their lives to date*.

Testing agencies (with the only exception of educational institutions conducting research free from economic pressures and free competition) must develop standardized procedures which will provide for accurate reporting but at the same time permit big business efficiency and suitable profit margins for economic survival. *Time* is the big factor with which they must deal. Reduction in the number of tests, reduction in the number of test items, reduction in the number of interviews or the complete elimination of any contact with the individual to be tested, simplification

of scoring, and coded short-form reports or charts, are all devices for manufacturing valuable time to enable the handling of increased volume. This is good business practice, and it should not be condemned, for it permits generally accurate job-applicant reporting at prices that make it practical, and much less expensive, than for the employer to maintain his own staff of experts.

I am fully aware that I am inferring that these practices in some way reflect unfavorably on the validity of test reports from outside testing agencies. It is not my desire or intent to imply anything of the sort. I refer to these conditions to emphasize that employers, or those executives charged with the final responsibility for interviewing and/or hiring employees, do not have an appreciation for the ultimate welfare of the job-applicant, are not fair to the efforts of the testing agency, are likely to be unfair to themselves, if they refuse to hire—or do hire—on the basis of test results alone without regard for evaluating those results against the individual's occupational record, educational history, social background, family history, and other objective personal observations.

It is little wonder, however, that confusion exists as to the value of testing processes. At an annual meeting on personnel measurement conducted jointly by the New York Chapter, Society for the Advancement of Management, and the National Council on Training and Education in Industry, the personnel administration director of a large company stated: “. . . you don't know anything about personnel measurement until *five years* after the process begins.”

At the same meeting, the same session, the same day, a nationally known figure in the department and retail store field stated: “. . . many stores want a simple, quick, and easy test which spots, *infallibly*, outstanding salespeople

comparable, not to the average, but to the best in their stores. This type of test, which they feel would not take more than probably *ten minutes to administer and score* would counteract all previous reservations stores may have had about testing."

One of those men is out on a limb—or perhaps both. Certainly any of the recognized organizations, such as The Personnel Institute, Inc., with years of experience in the personnel administration field, having gathered much valuable information and experience, would neither insult the average businessman's intelligence by offering *infallible* personnel processes in *ten-minute* form, nor would they have to offer their services on the basis of five years of *experimenting* before achieving some definite objectives and results. We could stand less of confusing statements and a little more reality and practicality in examining our personnel problems.

Except where testing agencies take the job-applicant's *complete* history into account (look over your application blanks and see just how outdated they may be) the responsibility for discovering individual variances in prospective employees or associates lies entirely with the employer. In reports based on test scores alone, there is little or no recognition of the fact that *men and jobs* are changing in themselves and are elastic, yielding here and giving there to outside pressures. There is no acknowledgment of the fact that with exposure to a square hole, the human round peg tends to become squarish. There is no appreciation that the square hole takes on a certain roundness. There is little recognition given to the fact that a job exercises an influence on the employee and, conversely—but secondarily—that the employee exercises an influence on the job. In fact, a job is never the same job when filled by two people for the simple reason that each individual

employee will stamp his own impression on it in the process of the job impressing him.

In the hiring of salesmen, for example, we are more frequently concerned with personality, stability, initiative coupled with aggressiveness, and—to the best of our abilities—a prognostication of the possible future performance, adaptability, and productivity of the people selected for these jobs. The thing many executives fail to realize is that *tests do not directly measure future accomplishments*. They make no such pretense unless misrepresented. *Tests measure only present performance*.

Then, in so far as behavior, past and present, is known to be symptomatic of future potentialities, test results supply the means for *estimating* those potentialities. The estimate is necessarily in terms of probabilities only. Any positive prognostication later confirmed by performance is purely coincidental and cannot be claimed a measure of proof of the infallibility of pure scientific methods. No test has ever been devised to measure future performance. We must consider this fact. On the other hand, it would be unfair for me not to state that estimates based on tests are invariably a lot safer than the old rule-of-thumb methods of employee selection.

Is there a way to strengthen the estimate of an individual's probable future accomplishments? I believe there is. But the value of these methods increases directly with the ability of the interviewer, the objectivity of the interviewing process, and the proper allotment of sufficient time for the suggested investigations to follow.

Let us assume that you have tested an applicant and that he falls within the proper scoring requirements as to personality, special interests, social consciousness, mental abilities desired, and a first review of his experience record

is in accord with the qualifications you seek in the prospective employee.

Average, or run of the mill, people may possess attractive personalities, physical appearance, and even extensive experience. They do not always measure up to the job, failing to earn their pay, and generally failing to live up to expectations. It is necessary to investigate the marginal growth of the applicant—something tests will not indicate. In other words, in his experience, family and social history, educational record, open to investigation which will reveal his vertical and horizontal past development—the symptomatic evidence on which we may more soundly base his estimated capacity for growth and future development?

The man you seek, for sake of illustration, may require an extroverted personality, gregarious attitudes, persistent and patient, dominant to a pleasant degree in face-to-face situations. Perhaps he should be a self-starter, initiate his own contacts, and have an ability for opening up new business channels. The test results may indicate these qualities. Does his occupational record indicate it? What has the man done with his experience? What has it done to him? Investigate the short-term employment periods but listen carefully to his explanations of them. They may reveal him to be either a man of high standards, capable of frank admissions as to his own errors, capable of objectively analyzing his own shortcomings; or such questioning may reveal him to be a self-protecting egotist who would eventually be no more just to you in the future than he is now to those who offered him opportunities in the past. Further, review his social activities and hobbies. Do they indicate that his *business personality* may be extroverted, gregarious, even aggressive, but that his *social and recreational personality* make him seek complete escape from people when away from the job? If so, he may be

working under artificial pressures. Does his record indicate that he lapses into his social personality patterns on the job? On the other hand, his social and recreational life may verify test results by showing club and organization activities, gregarious social and recreational hobbies and activities, and reveal the individual's natural tendencies for self-promotion, career-promotion, and social development. Extended to your business and the job at hand—this is an asset.

What of the applicant's growth in his business history? Has his income record been a series of peaks and depressions? Or does the record indicate an average steady advance? A few valleys in a man's income record may be overlooked, depending on the circumstances. Did he leave past jobs because other opportunities offered wider horizons or was it just a case of the grass looking greener in the other backyard? Ask him to tell you what he thinks is the most valuable knowledge he has gained from his past experience. Answers will be varied, but careful appraisal will reveal his over-all understanding of business, marketing, merchandising, selling, distribution, etc., measures of past development and indicators to future growth.

It would be well to consider three more questions: "Did any of your employers treat you badly, unfairly, or make your employment unpleasant in any other manner? Who? How?"

Here is an opportunity to learn whether a former employer failed to keep his promises; whether the applicant is capable of understanding reasonable criticisms; whether the applicant is inclined toward radicalism, or too much self-pity, or is narrowly introspective, or incapable of reasonable co-operation. On the other hand, the applicant may show that he holds no grudges, is willing to let by-

goners be by-gones, is willing to admit his own errors, and show other favorable behavior leanings.

"In all frankness, please tell me about some of the criticisms which have been made to you personally about your work, or about how you handled yourself in previous positions? When? Who? Under what circumstances?"

Replies to this question will frequently reveal an applicant's ability to face unpleasant truths about his own shortcomings; to accept reasonable suggestions; to learn from or to follow advice from authority; to what degree he respects or resents authority.

Finally: "For which employer did you do such work that they would re-employ you if they had a place for you? If not, why?"

Replies to this line of questioning will frequently reveal an applicant's attitudes and personality differences with authority, immediate superiors, co-workers, and others. It will often serve as a quick check for reference investigation which might otherwise be glossed over with later regrets.

I should like to interrupt the continuity of this subject to point out that I have frequently discussed this type of investigation into personal variables with management personnel. Just about at this stage of the discussions there is invariably an objection: "This will take too much time!" they say. "That is why we rely solely on our testing agency for reports (or on our own personnel department.) Why, we would have to have experienced psychologists to interview our applicants."

Let me say here that many concerns consider this matter of personal variables so important that they spend a great deal of time and money training their supervisory personnel in special clinics and through special consulting

agencies, on the subject. The Policy Holder's Service Bureau of the Metropolitan Life Insurance Company reports that many such clinics cover intensive courses on such subjects as:

Most people have difficult problems.

Our individual differences are important.

We bring our individual differences to work with us.

Our individual differences greatly affect our lives.

How we try to adjust our difficulties.

Methods we sometimes employ when blocked.

You do not need experienced psychologists for the suggested interviewing and investigations. If your testing agency will handle this for you, that may solve your problem. But you do face the necessity for preliminary interview and final interview. Using a check list or some inventory similar to my own (The Miles Career Evaluation Inventory; Copyright 1947, Lester F. Miles) you can count the minutes and make every minute work for you. You can weigh the individual against the situation, the personnel of your company, the tools, and the personal qualifications needed.

Many men are born with backgrounds which are impressive but which should include a polish of their own making. Analytical study may reveal that the man in question reached his elastic limit years ago. Others have the hard luck to inherit a thin and skimpy foundation and of necessity must build their own accomplishments upon it—before they can appear to be on a level with their fellows. You want to know these things. Ingenuity, fertility of insight, and richly informed good sense are what is required of the interviewer. Thirty minutes should suffice for the average executive to run through a guided

interview. No one can do justice to their own interests, or to the job applicant, in fifteen or twenty minutes. Competition with office interruptions and a deficiency in interviewing time add up to a loss for both the applicant and the employer.

(The complete Miles Career Evaluation Inventory is included at the end of this chapter for the guidance of executives who wish to develop a similar guide for their interviewing processes.)

To resume the continuity of our investigation, the next item in the applicant's history is the matter of education. Practically every job requires a certain degree of mental alertness. Even in the crudest type of labor the worker must use discrimination—selecting his tools and doing some planning in their application. Obviously, in more complex jobs the employee must be able to co-ordinate many problems into a final and satisfactory pattern. But frequently employers will make a serious error in judgment of an individual in the preliminary interview. The applicant is at a certain disadvantage, through no fault of his own, in that he is seeking the job. Under these circumstances even a top-ranking executive may appear to be ill at ease, shy, or even a bit slow or cautious and inclined to over-deliberate to protect his temporary advantages and possibilities with his future employer.

As with his occupational history, in the applicant's educational history we cannot ignore an objective performance, nor ignore a lack of evidence that the individual has made attempts to improve himself, increase his knowledge, or to widen his horizons through study or special activities.

There is, first of all, his basic formal education. This would include high school and college. Whether or not he specialized is of little importance—unless he is a professional. If he did, and it was along the lines of your

business, that is an advantage. More important is to discover whether the man left school ten or fifteen years back, with no visible record of any study during the intervening period of years. In that case I would ask, "What did you do in your previous jobs to keep up to date, or to improve your value to your employer?" That question should be applied to all employment periods in which you are interested. He may appear to be an eager beaver, his test results may show him to have the required I.Q. but does his record bear him out?

If his educational record shows special courses of study, ask him whether any of these were taken to enable him to do a better job for some employer. When? To what extent does he feel it helped him? To what extent was he able to apply what he learned?

Some men can accumulate degrees as honey attracts flies. A remarkable memory may come in handy in a vaudeville act, but wouldn't you rather have a man who can interpret his knowledge in actual application to his work? The reasons for investigating these possible differences in apparently similar people are self-explanatory.

And we must not overlook the minor matter of how his education was acquired. The school is of less importance than the initial desire for learning. I have known people in many walks of life who had their education crammed down their throats by doting parents or relatives. It didn't do them the slightest bit of good. They forgot it as soon as they were out of college or special schools. Five minutes or less with such questions as, "Did you like school?" "Did you find any special subjects of particular interest?" "What did you major in?" "Did you pay for any of your own education?" will quickly reveal whether or not his education should be accepted—as the record stands—over-

looked in the light of later achievements—or overlooked as completely inconsequential.

The man may have acquired education through some experience not revealed in his educational history. Would you be inclined to write off lightly five or six years of managerial apprenticeship under some well-known and highly competent business executive in your field? There may be others of whom you do not know. No test can disclose such hidden developments in the individual, and yet, this information might, if carelessly overlooked, result in hiring the wrong man and turning away a much more promising applicant.

So much for experience and education. There is still the matter of his conduct in his personal affairs and his family and social activities. This is the breeding ground for many of the individual's worries, attitudes, anxieties, and other pressures which may have an adverse effect on his productive capacity.

A man will answer questions on a test in the light of what he usually does or what he usually avoids doing. Society demands that he act in certain ways, his friends demand it, the rule books demand it, the boss demands it, and so on without end. The man behaves this way or that way because it is expected of him—or so he believes. In his social life he is more his own master than anywhere else. Does he run it—or does it run him? If others run his life for him then it may be symptomatic of the future possibility of a passive attitude on the job. When he answers test questions in relation to things he usually does, or usually does not do, his answers are conditioned in large measure by such outside pressures and social influences.

By examination of the applicant's personal and social background we can quickly form a general opinion—an over-all visualization of the individual's stability in his be-

havior patterns as reported by the testing agency or the personnel department where test batteries are used.

Some firms lay great stress on hiring a man with a wife and family. They believe him to be more stable than the single man. Do not overlook the single man. Find out if he is going with anyone on a steady basis. Will it lead, or is he hoping it will lead, to marriage? This may, in the right association, prove as much a motive for ambitious drives and stability as family responsibilities. In fact, I usually ask the married applicant, "Does your home life ever interfere with your business life . . . as matter of past record?" "If so, in what way? Can anything be done to rectify the situation?"

The answers are surprising in their scope, especially when coming from executives or sales personnel. The most common complaint has been from wives who object to having their husbands travel. In cases where it can be arranged, limited travel or local activity has returned men from harassed non-productive employees into happy productive workers. In many cases willing and understanding wives make things easy for their husbands by adjusting themselves to the varied requirements of the job in which their husbands find themselves. I make a lot of this point, for love of family and home is indeed one of the greatest of all human emotions. Any external influence—even one so important in the maintenance of the home and family as a job—which introduces unfavorable circumstances and reactions into the individual's home life may seriously affect his behavior on the job. Badgered by his wife, or entertaining conscious fears that his work is fostering disagreement or dissention between himself and his loved ones, are signs that his personal and social life may be running him, and there is every likelihood that he may compensate with unfavorable behavior on the job.

Any unbalanced history, such as may be described in the applicant's home life, being in debt to a serious degree without adequate explanation for the situation, etc., do not prognosticate satisfactory job conduct.

. These are the influences which account for reasons why employees will fail miserably although conceded to have all the traits necessary to become productive employees. These are the influences, the absence of which frequently produces successful employees even though they do not test out for all the ideal qualifications desired for specific jobs.

A man's economic pressures, for example, may be so great that in his overaggressiveness, his desperate strivings to advance and overcome this pressure, he may ruin a happy department, a branch, or a territory, in a relatively short period of time.

No—you don't have to be a psychoanalyst to spot these possible variables in the individual. There isn't a reader of this book who cannot, with a properly designed guided interview for his business, use his experience in dealing with people as a safe guide for interpreting the sincerity, honesty, integrity of the individual being interviewed, as against the vagueness, evasiveness, or downright lying of others—even allowing for the usual uneasiness or self-consciousness present in the individual during an interview.

My inventory asks, "What hobbies interest you?" Are these retiring, gregarious, self-promoting, unselfish hobbies?

"How do you usually spend your days off from work?" Are these activities retiring, gregarious, or otherwise indicative of an objective or subjective mode of life? Is the applicant active in a church, clubs, fraternal organizations, community activities? Except for financial reasons what other excuse does he have for not joining into such activities? If he does claim membership—is his participation

on an active or an inactive basis? His answers will affect your judgment only in which direction you seek—objectivity or subjectivity.

Sum up his whole personal and social background quickly from an over-all visualization of his mode of life away from business. Does the test report on his degree of dominance, co-operation, aggressiveness, mental alertness, objective or subjective personality prove itself? It should. If it does not—you must take the responsibility as to whether or not such undesirable indications in his personal life will manifest themselves in his business life; or whether desirable indications which refute poor test results make it a good gamble to hire this individual.

After so thoroughly dissecting the job-applicant, many authors and counselors leave a rope's end dangling in mid-air. This has nothing to do with individual variances but it is a vital part of the employer-applicant relationship and can help in establishing an atmosphere of greater confidence and freedom of expression.

- a. You want to know all about the applicant. Tell him everything you can about the history and policies of the company.
- b. Explain why the vacancy exists—whether only one former employee is being replaced, or a succession of several. If a succession of several men have quit because “they couldn’t get along with some individual or overcome certain requirements” then the current applicant will be a lot more stable if he knows what he faces. He may turn formidable obstacles into easy hurdles, failures into challenges, subsequent discouragements into incidental inconveniences, for which to make allowances as just another part of the day’s work.
- c. Many men have come to me considerably disgusted

with previous experiences of being tested for jobs. They wonder what is wrong with themselves—where they fail to meet requirements, when turned down. They usually resent the treatment *and the firm where they got it*. At little or no extra cost, it would be very easy to tell these men why they are being turned down and to suggest where they might direct their job-seeking energies with greater chances for success. Employers spend a great deal of time and energy to establish good will when faced with the necessity for dropping personnel from the payrolls. The good will engendered by this suggestion in handling turn-downs can be of even greater value.

- d. Be careful not to set up a mirror-like pattern of yourself in the man you seek. Too many employers set that pattern on a pedestal—often using self-qualifications as an ideal, with the result that no applicant can begin to approach the base of the pedestal much less climb up on it and into the light of the employer's approving eye. Most people are quick to sense this situation. They feel licked right at the start. That sort of thing would make anyone feel inferior.
- e. I tell many clients that employers are more anxious to fill vacancies than they are to get the jobs. You know this to be true. A vacancy means double duties for someone else and a possible hot-spot or breeding ground for dissatisfactions as long as the condition lasts. So instead of treating the applicant as though you were doing him a favor just to give him a few minutes of your valuable time—consider him in the light of a possible solution to your own anxieties—and try to hold that thought throughout the entire interviewing processes.

In conclusion, when examining an applicant for symptomatic behavior past and present, to better judge his future potentials, attend carefully to his explanations, his reasons, for past job dissatisfactions—not only to judge him—but to judge your own organization. Check your own firm as this list unfolds; the most common attitudes and practices which promote job dissatisfactions and heavy turnover of personnel are:

Buckpassing

Playing favorites

Failing to give credit where due

Being ignorant of or failing to get facts

Breaking promises

Giving conflicting orders

Nagging

Failing to plan intelligently

Uncompromising attitudes towards emergency deviations from prescribed rules and regulations to meet individual necessities.

When judging the merits of your job-applicant it is important to have reflected on the shortcomings of your own organization as well as its possible advantages. The individual variables on both sides—the employer's and the applicant's—must dovetail in large measure before any prognostication as to mutual advantage may be estimated.

This point was particularly amplified by Herbert Metz, District Manager for Graybar Electric Company, Inc., New York, who said during an interview, "When deciding on the possibilities of success with your company of a job applicant, it is important to consider some of the negative features of your business as well as the positive ones in their relation to the applicant. Very frequently the applicant, no matter how good he may be, just won't fit into your type of business either because of temperament or

personal preferences. As a matter of fact, I find it important to point out to the applicant the minus as well as the plus features of our business so that he or she may have a complete picture of our company, the kind of business we do and its opportunities and limitations—before he or she makes a decision. We think this is very important.”

Proper understanding between yourself and subordinates, or associates, means putting your best foot forward in the most important phase of better personal relations—another new horizon suggesting further investigation and thought.

“EXECUTIVE OPINION IS . . .”

“In your opinion, what is the difference between a brass hat and a progressive executive?”

JOHN W. DARR, President, Institute of Public Relations, Incorporated, states: “The difference between the brass hat and the progressive executive is the difference between ‘do so and so’ and ‘let’s do so and so.’ In other words, the brass hat type represents the inherited prerogative of entrenched power and domination. Whereas the ‘let’s do so and so’ type represents the type of executive who will not order an employee to do something which he could not do himself.”

JACK LACY, President, Lacy Sales Institute, states: “In my opinion the chief difference is that the brass hat tries to force the people under his supervision to respect him and follow out his wishes. That invariably brings on a conflict between the executive and the workers and usually the workers win. On the other hand, the progressive type of executive inspires people, gets them into a frame of mind in which they *want to do as he wishes*. He leads rather than attempts to drive. His workers want to see him pro-

gress because they know they will progress along with him. Briefly, if an executive wears a brass hat, his workers will soon knock it off; if he doesn't, his workers take their hats off to him."

LAWRENCE M. HUGHES, Executive Editor, *Advertising Age*, states: "The essential differences are the adaptability of the progressive executive to change and his facility for recognizing trends in business as they develop. The brass hat is usually arrogant and complacent. My own experience has been that many a progressive executive may be arrogant, but few are complacent."

MILES CAREER EVALUATION INVENTORY

[Copyright 1947—Lester F. Miles]

Name: _____ Date: _____

Address: _____

Telephone: _____ Sex: _____ Age: _____

Instructions: This is not a test. This inventory is designed to grade the total of your combined personal assets in your social, educational, occupational, and personal past history. A correct appraisal depends upon the honesty and completeness of detail of your replies to the questions. Be as brief as you can without sacrificing accuracy or important details about yourself.

Section 1

1: From the first full-time regular job in which you were employed, to your present or last position, list each employer and information as follows:

a: Employer & address _____
When employed _____ When leaving _____

Why you accepted the job _____

Type of work you did _____

Why discharged or resigned _____

b: _____

c: _____

d: _____

e: _____

- 2: Which of the positions listed previously afforded you the most personal satisfaction from the viewpoint of being the most interesting? *Why?*

- 3: Did any of the employers listed treat you badly, unfairly, or make your employment unpleasant in any other manner? *How? Who?*

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-
-
- 4: For which of the employers listed did you do work of such quality that they would re-employ your services?
-
-
-
-
- 5: Which of the employers would not re-employ you, to the best of your present knowledge? *Why?*
-
-
-
-
- 6: This is a confidential report. In all frankness, please list some criticisms which have been made to you personally about your work, or about how you handle yourself. *By whom? When? Under what circumstances?*
-
-
-
-
- 7: In your estimation, what is the most valuable experience you have gained from employment during the last two years?
-
-
-
-
- 8: From a standpoint of personal preference, qualifications, and education, what type of work do you like to do best, second best, and third best?

First choice: _____

Second choice: _____

Third choice: _____

- 9: What experience have you had as a foreman, junior executive, or executive? How many people under your supervision in each case?

- 10: List the salary you received while employed by each employer you named on page 1. To start? When discharged or resigned?

Employer a: _____

Employer b: _____

Employer c: _____

Employer d: _____

Employer e: _____

Section 2

1: Grade School: _____ Graduated? _____

High School: _____ Graduated? _____

Year? _____ Best Subjects? _____

College: _____ Graduated? _____

If not a graduate, number of years attended? _____

Courses? _____

Post Graduate Work and degrees? _____

Vocational or Special Trade School? _____

Courses? _____

Graduated? _____ Date? _____

Correspondence Schools? _____
Courses? _____ Graduated? _____
Other education: _____

- 2: Did you take any of the above courses while working, to enable you to do a better job, or to win advancement? Which courses? _____
Where employed at time? _____
To what extent do you feel it helped you? _____

- 3: Did you earn the money and pay for any portion of the education reported in question 1? What portion did you pay for? _____
How was the money earned? _____

- 4: What did you do in your last job to keep up to date, or to improve your value to your employer? _____

Section 3

- 1: Are you aware that you have any personality weaknesses which may hold you back in business? _____

- 2: a: Single persons: Are you going with someone now on a "steady" basis? _____ Will it, or are you hoping it will, lead to marriage? _____ Is your association with that person a happy one? _____
- b. Married persons: Is your present home life happy and satisfactory? _____ Have you been married more

than once? _____ How many times? _____ Do you have any children? _____ Is your association with them a happy and satisfactory affair? _____ Does your home life interfere with your business life—as a matter of past record? _____ If so, in what way?

Can anything be done to correct this situation? _____

- 3: What would you say are your strongest and finest personality and character assets? _____

- 4: Do you own your home? _____ Rent? _____

- 5: Are you in debt to a serious degree? _____

- 6: Have you any physical weaknesses or disabilities which require special occupational consideration? Please give details: _____

- 7: Check the following items under the proper classification for yourself:

	Seldom or Never	Average or Occasionally	Frequently or Excessively
Smoke: _____	_____	_____	_____
Drink: _____	_____	_____	_____
Gamble: _____	_____	_____	_____
Narcotics: _____	_____	_____	_____

- 8: In grading your personal background, should special consideration be given to any information or circumstances which this section does not reveal to the examiner? Please give details: _____

Section 4

- 1: In business, do you get along best with:
Men: _____ Women: _____ Either: _____
- 2: What hobbies interest you? List in order of activity:
a: _____
b: _____
c: _____
d: _____
- 3: How do you usually spend your days off from work?
(The individual's activities vary with the seasons. Give a general idea.) _____

- 4: What type of publications have you read during the past two years?
Novels _____ Non-fiction: _____ Text: _____
Newspapers: _____ Tradepapers: _____
- 5: Compared to most people, do you enjoy a lot of good friends on whom you can depend in an emergency?

- 6: Are you active in any clubs or fraternal associations:
a: _____
b: _____
c: _____
d: _____
- 7: Are you active in a church of your religion, attend regularly, or more regularly than most people you know?
Please give details: _____

- 8: What is (was) your father's occupation? _____

- 9: In previous places of employment did you mix socially with fellow employees or bosses after working hours? Please give details: _____

- 10: During the past two years what kind of recreation would you say you enjoyed best and indulged in most frequently? _____

CHAPTER 9

The Importance of Your Personal Relationships— Part 2

YOUR APPROACH TO SUBORDINATES

To the employees and subordinates under your direction, *you* are the company. Their attitudes towards the firm are invariably conditioned and governed by their reactions to you—their superior. While this applies generally in all cases, it is of very great importance in the larger departmentalized organizations.

Fowler McCormack, when speaking to a large meeting, stated that industry had neglected the human angle in its preoccupation with making money, inventiveness, and production, but that it is returning to the point where it recognizes that nothing is so important as human relations.

Industry can only be defined as the policy-makers, the top-level management men, and the middle-management personnel. It takes a pretty good team of all those components—each doing their own human best—to establish the right kind of human relations.

Although most executives are aware of their own needs for better personal relations, inadequate attention has been paid to programs for developing their abilities in this direction. This, in the face of the obvious fact that human relations, or as I prefer to call it—*personal relations*—plays

a major part in every activity, every operation, and every executive accomplishment.

We have but to refer to progressive organizations such as the Packard Motor Car Company of Detroit, where they show ten thousand employees just how company advertising makes their jobs steadier—more secure. The exhibits, located strategically throughout their mile-long plant, feature the latest proofs of magazine and newspaper advertising, with easy to understand interpretations of what it means to the public and the employees. When this information was released by the company, George T. Christopher, President and General Manager, stated: “. . . this is the latest example of a continuing company policy to interpret vital phases of our operations which some employees have not understood. We believe that people always will come up with the right answers if given correct and clear information.”

In the Dodge Automobile Company, Columbia Steel Company, and U.S. Steel Corporation—to mention only three recently in the news—they have approached employee loyalty and security by locating related groups, men and women with up to fifteen relatives working in the same company. Studebaker is famous for its father to son inheritance of craftsmanship and loyalty of service, building good human relations not only with the public but serving to impress employees with the security of lengthy service with the company. There is no need to go to any great lengths to conjure up examples which crowd your trade press every day.

Where turnover and absenteeism are only minor problems, where sales quotas are usually met or surpassed, where production expectations are exceeded, where product quality is maintained at a high level, one can usually trace the result directly to executives who have a high

degree of know-how in the matter of understanding and working with people.

"Personal relations, as I see it," a management consultant wrote to me, "is an art. The art of dealing with employees, subordinates, and superiors, in such a way that they will have the desire to behave and conduct themselves as we hope they will. It deals largely with their attitudes and their personalities. Skill in personal relations can be developed through a use of innate good sense. Executives have some degree of natural ability in that direction, and all executives but a very few should be able to improve their abilities in this field."

Another executive whom I questioned on this subject is an instructor in business and sales courses in one of the colleges in New York City. He is also Administrative Assistant with the United States Aviation Underwriters, Inc. "We can go right back to our educational system in this matter of personal relations," said Mr. Armand J. Gariepy during our interview. "Many of our teachers, instructors, and professors of our grammar schools, high schools, and colleges, fail miserably in the art of creating within their students an earnest desire to work and to learn and win their right to advancement. You would think that these learned people, supposedly well-trained in educational psychology and the art of getting along with people, would be examples from whom we could learn. It is no wonder then that we encounter similar situations in business. I would like very much to help wipe out the same attitudes assumed by petty supervisors, and ribbon-clerk managers of departments, not to mention higher executives, who likewise fail miserably to teach, train, advise, inspire, praise, or lead their employees and subordinates to optimum effort. In many instances employee-executive relations is no improvement on serfdom. What right have such nar-

row-minded brass hats in the guise of supervisors, managers, or executives, to so stifle, so definitely snuff out the hopes and inspirations of so many underlings? They would gain so much more by a discreet use of praise, kindly consideration, real democratic spirit, freedom of expression, and ordinary courtesy."

Harry Simmons, Management Consultant, writes a column for *Advertising & Selling Magazine* called "Sales Angles," and in one of these he had this item: "Every man should hold three jobs at one and the same time; 1. The daily job he is paid for doing; 2. the job of preparing himself to move up into the job ahead; and 3. *the job of training an understudy to take his place.*"

It has always been my own opinion that 1 and 3 should come first—practically a combination performance—for they are an essential ingredient of preparing one's self for advancement. It does show again the advantages of handling subordinates in a manner both instructive and informative, as well as being in command.

What employees and subordinates say behind your back is usually a measure of their true regard for you. Unfortunately, not many of us are ever given the opportunity to find out unless we employ stool pigeons around the place. Sounds unpleasant, doesn't it? However, it is possible to avoid such extreme measures—the men employing them wouldn't be interested in this book anyway—in order to be fairly certain that you are accepted favorably by the greater number of the people who work under your supervision.

In a great many interviews with prominent businessmen, the quality of executive leadership, as they see it, resolves itself into rather distinct factors. Reginald S. Evans, Vice-President of General Screen Advertising, Inc., for instance, says about executive behavior: "In my experience, the two

or three principal stumbling blocks the executive must overcome are to learn to like his work and welcome his responsibilities; to build up his co-workers; to be willing to face his men and let facts, not prejudices or favoritism, rule his decisions. It is a mistake to delegate responsibility and then retain all authority, for this is like putting on a leash those you depend on. It is a mistake to profess a personal interest in your staff, and then tolerate political situations and cliques, accepting biased results instead of digging for the facts before accepting results as final. The one best trait for demonstrating qualified leadership is the ability to instill confidence in one's subordinates and associates. It is the brass hats who inevitably make the errors because they are primarily engaged in end-gaining which blinds them to their larger responsibilities. All too many executives are desk men, regardless of the channels through which they became executives. Most desk men are tied down with detail which could be assigned to others through proper leadership and good personal relations. Most desk men see their business only from their desks and hence judge their business, and their people, as a whole, by that short view."

It is very easy to overlook the matter of setting a good example for your subordinates—acting the leader and not just an order-issuing desk executive. Mayor William O'Dwyer of N. Y. City ran into just such a situation. He used to do most of his morning work in the mayor's mansion. Undoubtedly he had given instructions to subordinates regarding working hours at the City Hall, or had taken for granted that the rules were being followed. At any rate, he arrived one morning at 9 o'clock to take up the business of settling a trucking strike. According to reports the place was practically empty because of the mayor's routine of working at home in the morning. Most of the employees

came strolling in around 10 A.M. The report continued, "now when he arrives at the ghastly hour of 9, there are dozens of people on hand to greet him." There is, of course, nothing too serious in such a situation, but it can grow into costly proportions if not discovered in reasonably short time and corrected. If you haven't got time clocks in your place of business—when did you last come in at the regulation hour set for your employees?

I have assorted, checked, and graded, through reference works, and through personal interviews with people like Reginald Evans, the principal factors which enter qualification for executive leadership. Let's consider these items in a classification method:

1. *Personal Integrity.* There are no degrees of honesty or integrity. The word itself has to do with fairness, loyalty, and dependability. "Fairness grows in importance and value in proportion as you give it," suggests Arthur J. Barlow, Executive Vice-President of the Kingsport Press, Inc. "The more you give the more you get. When an executive learns, or decides that it pays, to be open and honest with his subordinates, and practices it—he quickly discovers that there are lots of humans who are hungry to know him better, to serve him better, and on whom he can always depend."

You have to gain a reputation for being dependable. People like to know they can depend on one another. Keeping a promise is obviously the right thing to do. It goes further than that. Respecting another's confidence is of even greater importance. Refusing to spread unfounded rumors, undeserved criticisms, and personal faults, is even more imperative. A subordinate or employee can overlook almost anything in a boss except a feeling that he or she can't trust him.

2. *Show a Sense of Purpose and Objective.* Everyone has

a need for a periodic check-up to consider where he is going, what he is trying to do, and how he is going to do it.

"You get results through people," suggests George P. Johansen, Secretary-Treasurer of Advertising Distributors of America, Inc. "Let your subordinates know how they are getting along, figure out what it is you expect of them, and point out ways in which they might improve. Tell them in advance about any changes which will affect them personally or the work in which they are engaged. Tell them *Why* whenever you can. Give them a chance to participate in planning when possible."

3. *Cultivate Decisiveness.* To establish greater confidence in subordinates of your ability, there is need for you to develop your judgment and decisiveness. Again we must stress the importance of the rule—get all the facts in every situation. This doesn't harm the degree of your own self-confidence either.

4. *Keep Ahead in Your Skills and Your Knowledge.* You were given your post on the assumption that you knew more, had more skills, could handle the job better than some associate. Your subordinates like to be led by a man who knows more than they do about the work at hand. There are probably many aspects about the job which were unfamiliar to you when you first took over. How well acquainted have you become with them in the intervening period up to now? Brass hats are content to let "good old Joe"—the mainstay of the department—carry on as before. That's all right until Joe gets the notion that *he* should have been promoted and proceeds to balk, or lay down on the job, or turn out inferior work. How would you know? Knowing will keep the respect of subordinates no matter how they feel about you in other ways.

5. *Improve Your Ability to Instruct—Teach.* Slow, or

quick, to take hold and learn, instructing subordinates requires many varying degrees of patience. There are means for teaching the slow learner without embarrassing him before the brighter eager beavers. Go out of your way to praise, give credit, and to look for unusual or extra effort and performance—and then tell him what you have noticed while it is still today's news. Make certain he understands his part in the over-all job so he will retain his interest. Try to avoid any feeling in the subordinate that he is being pushed, or that you are discouraged, or disappointed in his progress. Cut your instruction "doses" down to size and ability to digest. Cram courses are all right as refreshers but have no place in the initial learning process unless under dire emergencies. One point that may stand you in good stead. When you can, teach or explain details to groups rather than to individuals. Dr. Nelson G. Hanawalt and Katherine F. Ruttiger, in studies made at the New Jersey College for Women, Rutgers University, discovered that the individual provides more details and more interesting description, makes more effort to clarify, and elaborates more on difficult ideas when talking to two or more people than when addressing only one person. If you will recall, you always seem to rattle through a story at a pretty fast clip when telling it to an audience of one, but you put in a lot of detail when your audience numbers several people.

6. *Be Friendly and Understanding.* Be open-minded and patient, cordial and considerate, and make special efforts to know your subordinates personally. Be enthusiastic. Let yourself go on occasion with a slap on the back or hearty shake of the hand. Be more human. (The following pages will cover more detailed information on the traits which attract people to you.)

7. *Believe in Your Job and Your Company.* If you be-

lieve in your job, the work you are doing, your company and its policies, you can reasonably expect to pass on these confidences and develop the right spirit of co-operation in your subordinates.

8. *Be Co-operative and Use Your Good Sense.* The progressive executive knows how to co-operate with his subordinates, his associates, and his superiors. He uses good sense in his ability to lead. He does not overestimate his own intelligence and seldom blinds himself to the good advice and sense he may draw upon from those who work under his direction—people who are often better qualified to give him vital information on which he can make wiser judgments and decisions.

Thus we have classified what many highly placed executives believe to be the cardinal points for good leadership. But we can break down other personal traits which are essential in a proper approach to subordinates, and those with whom we are closely associated. These traits are designed to attract people to you, to make them more willing to accept your leadership, and to give you their unselfish and unreserved co-operation:

- a. *Give other people a frequent boost*—evidence the fact that you do not nurse feelings of jealousy or inferiority over the successes of others.
- b. *Be a willing lender*—of advice or knowledge; but use a certain amount of caution for it gains no respect to be known as a “sucker.”
- c. *Always thank people promptly*—it is an easy expression to use but it sure sounds sincere and appreciative to ears tuned for it.
- d. *Put yourself out for others on occasion*—appear glad to do it for it may make emergency calls on the extra time of your subordinates a lot easier to accomplish,

and it wins a sense of obligation from the people who are employed to serve your orders.

- e. *Cultivate patience and a good disposition*—it may take practice but it is worth it. Impatience and anger make the individual as guilty as the one who promoted those feelings. Poor dispositions keep more good ideas away from your door than almost any other known cause. Who wants to face an unknown quantity in personality instability? You don't. Your subordinates don't.
- f. *Be a good sport*—everyone likes a man who can "laugh it off" and then forget it. In minor errors, infractions of rules, or situations which might be embarrassing to yourself—don't make *others* feel guilty if it can be glossed over and drowned in better personal relations for the future.
- g. *Be prompt*—whether it is for an obligation, a promise, a favor, or a meeting—this is a virtue. Poor planners and slow thinkers seldom learn it.
- h. *Tidiness is always pleasing*—personally or in your work, or with your quarters.
- i. *Respect your subordinate's right to his private life*—just as the one in yours, the skeleton in his closet is something he'd rather keep there and forget. Prying employers can be annoying and somehow very damaging to one's ego. When pry we must, for self-protection or investigation prior to employment, make absolutely certain the information is confidentially maintained.
- j. *Be moderate*—in the use of profanity, familiarity with subordinates, liquor, or habits which might promote disrespect rather than admiration.
- k. *Develop a good listening ear*—no matter how boring—it can't last forever—and it may be considered of first

importance to the person who is talking. Your mouth is much more likely to cause you trouble than your ears. Listen attentively. Act interested.

- l. *When you do talk, be diplomatic*—it doesn't pay to be frank all the time, or to lay your cards on the table in an "or else" attitude. There are times when this can be an asset, but generally, tact and diplomacy will get you a lot further. Perhaps the other fellow will offer you the same courtesy in an embarrassing situation some time.
- m. *Take advice gracefully*—for the person who cannot listen to suggestion or advice with a show of appreciation always makes a bad impression. You don't have to follow it, or if you do, a quiet, "Thanks for the tip," will go a lot further than, "Who asked you," or "Who's boss around here anyway!"
- n. *Be a participant at times*—roll up your sleeves at the inception of a new program, or a new job, and help your people get started. A man respects a boss who shows him he can sit by his side and do that job as well, if not better, than he can. He will believe him when the boss indicates that performance keeps a man on the job and promises advancement, but that no man is indispensable if he doesn't produce. Good personal relations and good leadership stem from earned respect, and winning behavior traits.

The average employee wants to see in his superior a man who is neither afraid of his own job, his own boss, or a tough assignment. He wants to see a man who is not fearful of those who work under him, or of his own honest errors. A man who will hold him (the employee) to account for his own errors, but will stand up for him if he is right.

There is a story about the Brooklyn Dodgers baseball team that illustrates good team play between "executives"

and "employees." It seems some of the players were being "hung up," as the expression goes, between third base and home. Some were sent home when they shouldn't have been. Some were held up at third base when they should have been sent in to score. Third-base coach Ray Blades got up during a meeting in the clubhouse one day and suggested changing places with the first-base coach for a while to see if that would straighten things out. It takes a good team man—a big man—to move over. The average brass hat would have bulged his neck and puffed up his chest and perhaps blamed the players for misunderstanding the signs. Not Ray Blades. He did what he considered best for the organization—whether he was at fault or not. It can be that way in business. Progressive executives cannot always change places with another man, but they can overcome problems without endangering their standing with subordinates and thus damaging team morale.

The average employee wants a boss who is enthusiastic about the job, and who can help him to become enthusiastic over it. One who will recognize him as a person, an individual, regardless of the size of the organization. The average employee wants to be able to depend on his boss, to feel certain his boss understands him, to confide in his boss when he has made a foolish error or when he's done something he feels proud of—even of a personal nature. He wants to feel certain he can do these things knowing his boss will neither make a fool of him, show him up, or brush him off.

The average employee wants indications that he is reasonably secure. It is the executive's duty to make sure that his subordinates know everything the firm offers to satisfy this desire—insurance, health programs, periodic raises, understanding of rules, interpretation of rules, stability of management, stability of financing.

The average employee wants to feel that there is a full use made of his abilities—and so he becomes a promotion or placement problem for his boss. He should not be forgotten, and should be assured that his abilities will be used, especially if he has been temporarily placed in work not completely suited to his background.

The average employee wants to know about his chances for advancement and progress. Don't kid him. He requires occasional encouragement, and he is entitled to a feeling of importance. Unless he feels his job is important in the scheme of things, and knows where he fits into the organization, he is working "blind" and cannot be expected to have anything but feelings of "smallness" and unimportance—which may affect the quality of his output.

The average employee likes to be assigned responsibilities, for to him such charges mean growth, and the confidence of his superiors; but do not delegate responsibility without permitting some degree of authority.

The millennium has not yet arrived so, for some time to come, we may expect brass hats to continue to exhibit unfavorable types of behavior patterns such as:

"See the personnel director about it—I haven't got time for such things."

"Put it in writing. I'll consider it when I get a chance."
(The chance never comes along.)

Raise hell if the desk is grimy and dusty in your private office but never pay any attention to whether the desks in the general office are so covered with soot or dust that the boys are afraid to wear decent clothes to work.

Insist on spotless washrooms for your own convenience but give no thought to the conditions in washrooms for subordinates.

Bawl the daylights out of people in front of others to make an example of them.

Make statements like, "What do you want, a medal? You get paid to work here."

Fail to ask subordinates for their opinions.

Fail to inform subordinates of their progress.

Show deliberate and intentional favoritism.

Develop a "look them in the eye" pose—not as a sign of honesty, purpose, or forthrightness but as an accomplished conniver—and a ready smile to go with it—the kind Adolf Hitler had.

In analyzing a dozen studies that examined salary as a cause for job unhappiness and unfavorable executive-employee relations, it was found that money was of less importance than such items as personal advancement, congenial associates, competent and understanding supervisory or executive leadership, and good working conditions.

As the patterns of business and industry grow more complex, we require executives capable of administering much broader spheres of operations than has been the case in the past. And this need comes right in a period when technical advances are producing more specialists than executives qualified in a number of related or unrelated fields.

This point strikes home with the author. The late Loire Brophy, well-known employment counsellor, spotted my own combination of qualifications as a radio engineer and applied psychologist. Seemingly unrelated spheres, but they fit perfectly into the requirements of the job as second in command on a heavy electronics advertising account with a leading ad agency. My particular background is a matter of fortuitous circumstances. What we need today is planned training to cover related fields of business or industrial operations.

Back in 1943 The Consolidated Edison System Companies experimented with an executive development program. Under this plan experienced men of 40 to 50 years of age, specialists in their own fields and selected as good top-level management possibilities by their superiors, were put into a succession of jobs in foreign fields within the system and provided with a broad education in the mode of operations of departments which they previously knew only by name. Here was built a reservoir of men who were to control broad spheres of operations in the future. This plan is now a permanent institution and has been copied by other firms. I had better add here—the plan uses no lectures or classes. Training is on the basis, “here is the unfamiliar job, go to it, teach yourself to handle it.” There might be more of such training for executives.

Selecting and training subordinates for middle-level supervisory work is another important responsibility for the executive. I would be remiss to pass over this subject too lightly.

Before advancement, our middle managers are usually the top salesmen, the best machine operators, the record breakers, and such men as have directed attention to themselves by outstanding performances in their jobs. The important fact we tend to overlook is that such men *may not have the ability to direct, control, and motivate the manpower* under their supervision. This is a far cry from previous performances.

Efficient management requires particular attitudes, interests, and aptitudes, as well as a first-hand knowledge of the work to be done. The human materials for middle management are seldom selected with that in mind. They have, on the contrary, more frequently been selected from the wrong qualifications. Thus we have first-class salesmen who become first-class duds as district managers or local

sales managers. Thus we have top machine tenders who become bottle-neck foremen. Thus we have jim-dandy bookkeepers who become jim-dandy flops as department heads. Thus we have efficient and productive *workers* who are advanced to management posts and expected to hold their own against carefully selected *leaders* and carefully trained *manpower managers* representing labor organizations. Thus we see the results in almost every phase of business and industry.

Training cannot produce good supervisory personnel unless those selected for such training have the proper abilities. The primary job of such a man will be to *supervise human beings*—not routines, not machines, not regulations—and that supervision means planning, directing others, removing bottle-necks and other obstacles to production, sales, distribution, accounting, shipping, etc. It means promoting agreeable personnel conditions within the group and maintaining good relationships with associates on his own level, and with superiors, not to mention customers, suppliers, investors, or the general public. It means following through on special assignments and developing co-operative talents toward committee work, meetings, and staff liaison. He must be able to observe and analyze, to plan and develop his programs, to execute and check the work to see that it measures up to established performances, to evaluate conditions and report intelligently to his own superiors.

Finally, we can only measure the man by the results he gets. These will depend entirely on how well he manages his own responsibilities and performs the functions outlined above. All the more reason why, if you cannot do this job of training, or selection for training, that you investigate the services of a good personnel selection and/or training agency. They will select the right middle management

men on the basis of mental ability, personality, breadth of interests, ability to understand quickly, ability to handle the job intelligently, ability to get the most out of his group, and ability to check his work accurately. They will find out if he knows the general nature of his prospective position and its relation to the work of the organization as a whole, or if he has the capacity to familiarize himself with job requirements quickly. They will determine if he is adaptable, and not too individualistic. Whether he is mentally and emotionally sound, an objective and impartial thinker, and devoid of signs of nervousness and irritability.

Personnel psychologists are of a divided opinion as to whether there is any proportional relationship between mental ability, vocabulary, interests, objectivity on the one hand, and quality or level of supervision on the other, provided the individual has a satisfactory minimum of each characteristic desired. This only serves to point up the importance of scientific selection methods when seeking your supervisory manpower. Your supervisors are critical factors in the operation of the plant or business under your control. They execute the personnel and management policies and provide you with the reactions and needs of basic employees. They can make a good executive better—or break him with their own failures.

The soundness of management and of the organization as a whole is in the hands of supervisory personnel. Continued study and application of scientific methods in their selection and training are good sense. It will yield rich rewards.

In an address before the Sales Managers' Bureau of the St. Louis Chamber of Commerce, Morris I. Pickus, President of The Personnel Institute, Inc., stated, "Find the hidden manpower in personnel. We have been smart enough to use science in vastly strengthening our machine

power. The next decade will not only be a testing time for free enterprise, but it will put management to the test. Hidden losses caused by misplaced manpower must be ferreted out . . . and this can be done through the application of sound, professional, practical human engineering."

Another approach to closer management-personnel relations is the decentralization program carried out by Sylvania Electric Products, Inc. Don G. Mitchell, President of the company, explains the plan thusly;

"Democracy can go forward only when men and women are persons, not numbers. The dignity of the worker must be restored. Industrial decentralization is an important step in that direction.

"Lest anyone gain the impression that decentralization is purely an effort to correct social problems that have arisen in industry let me assure you that it is very realistic and practical. Neither the company with which I am associated, nor any other manufacturer with a desire to be progressive, could afford to engage in decentralization unless it proved itself economically. There are some operations which would not justify decentralization, but even there it may be that feeder plants for certain parts and operations could provide some degree of decentralization.

"I like to think of decentralization as a return of the 'old man' to production. [By 'old man,' Don Mitchell means the old-time boss who may have been a martinet but to whom his employees were people—not numbers. The boss who knew every operation, could call everyone by name.] Each plant, in other words, should be of such a size that one man could know everything that is going on at each bench, know every machine operation and, equally important, know all the employees. Under these conditions, the plant manager is boss. He operates that plant and makes decisions, within, of course, the company's basic

policies, as though it belonged to him. With such a program of decentralization, the broad policies will be worked out by and come under the control of top management after which the executive direction of the company will be more advisory and consultive than directive. Plant managers will be expected to make their own decisions and be responsible for results. There is little room for alibis where there is undivided authority.

"When properly set up, the local manager becomes important to himself, to his employees, and to the community. When the newspaper reporter calls, the manager doesn't have to get a release from the central executive office. He is accepted by the Chamber of Commerce and the service clubs as the head of another business. He doesn't have to get permission to give to or to engage in Community Chest, Red Cross, or other local drives.

"Practically every one of our numerous plant managers is an active member of Rotary, Kiwanis, or the Lions. They are taking leading parts in all local activities. Among our managers are bank directors, members of borough councils, and members of any number of civic committees and groups.

"Such men in a large factory would have charge of but a section and would have but a fraction of the responsibility as well as the personal dignity and the standing within the community. They would not be the company to anybody. They would merely be supervisory employees.

"Decentralization's first contribution to the Age of Man is the building of men at the management level."

During my interviews with the heads of large business and industrial organizations I have many times run into tales that would make any man wonder at the stupidity of passing down *responsibility without authority*. The president of one firm told me of interviewing a production

engineer for a job. The engineer explained that he applied for the job because he could offer ideas which would save the company thousands of dollars in costs every year. He proved his point, too. He had the know-how. When he was asked why he didn't do it in his current job as production manager in the plant of a competitor's firm, he replied, "I haven't the authority. If I did it on my own—I'd get fired!"

A New York company with offices in Texas recently came into the news because of delegating responsibility without authority. Texas authorities wanted to examine the books of the branch office, a procedure which seems a regular thing in Texas. The company's new branch manager had not been previously instructed on such possibilities and refused to let the state's vested authorities see his books. Instead, he said he would have to communicate with his home office first. The resulting unfavorable newspaper publicity in the state of Texas might have affected the company's business there for some time to come. The manager, on the other hand, might have used his own initiative to better advantage. Instead of writing, he could have used the telephone and settled the matter immediately. But it serves to indicate what responsibility without authority can lead to in many instances.

That should cover a sufficient area of ideas for improvement in the realm of better leadership and a more acceptable approach to your employees and subordinates. There is one sphere which I feel should receive special attention. That is the case of the obstinate person. In fact, most of us balk or show signs of stubbornness on occasion. With employees and subordinates we have to take into account the fact that they resent, or are unwilling to accept, change. The average employee faces a certain amount of unpleasant duties in the course of his day's

work. He may like the major portion of it, but he quickly learns to handle the things he dislikes with almost automatic thought or motor patterns. After a bit he may indulge in the more pleasant pastime of daydreams while he is performing these tasks. Any change in routine, new methods, necessity for thinking, and the necessity for learning new thought or habit patterns, are likely to be met with objection, obstinacy, stubbornness, and other symptoms of resentment at disturbances in the employee's feelings of security or ease of mind.

Authority should be a last resort. Even written instructions can be made explanatory rather than mandatory. People like to do things *their way* whenever they can get away with it. Every employee is in some degree an original immovable object. Try to hurry him—he may slow down. Try to get him to change the slightest habit patterns—he will resist. He seems to be looking for what he considers interference. And he is ready for you when you come up with it. He is on the defensive about suggestions or advice.

In extreme cases, this is what you will run up against. (It may have happened to you.) You have a good man. You keep him on, in spite of the fact that you feel he is "un-co-operative" a great deal of the time. He seems to resent anything you tell him. He never *says* anything which you could consider impertinent. He doesn't refuse to listen. In fact, he lets you do all the talking. He just acquires a sort of "poker face" which isn't a poker face at all. You are the one who likely feels flustered—a bit annoyed, perhaps even angry. He is perfectly cool—an attitude of patience written all over him—patience in dealing with "excitable authority." You may even become more annoyed because you sense he knows you are annoyed—and he is cool. He makes you feel in the wrong.

With employees or subordinates like that you can either take them as they are and put up with them, or get rid of them. But I have known many workers like that who are just too good on their jobs to drop just because we have difficulty in getting along with them. It can be done. It is not difficult. The only thing you have to know is how that sort of person gets that way. This is especially important when dealing with associates or superiors of a similar temperament, with whom you must get along for your own good.

At some time in his life, the negative, stubborn, obstinate individual was dominated to the point where he developed this rebellious streak in his nature. He most likely was forced to do a great many things he didn't want to do. He could accept this to a point, but then it passed his normal capacity for patience, and his attitudes were formed.

You are likely to encounter this in many ex-service men who have returned from active duty to civilian jobs. After a period of act this way not that, do this not that, eat this or go hungry, come here at this time, go there at that time, wear your clothes this way not that way, and so on, he decides that if he ever has a chance to be his own independent self, try and stop him. Some people, of course, take to such regimentation. But we have to acknowledge that resentments towards any form of regimentation require adept handling to win acceptance, or we should be unable to enforce any needed rules, systems, methods, or other procedures which we consider necessary for the good of the business.

You can count on it, the obstinate people only act that way—and feel quite another way. They act as though they wanted to be independent of managerial restraints or suggestions because they fear the authority in back of it. They desire to demonstrate that they give in to edict only

because management has the power to force them to do so. Actually, they are demanding that sort of management and you can't get along with them if you back down. And how do we accomplish this?

- a. Agree with their methods whenever it is practical to convince them that you are co-operating with them and not working against them or their best interests.
- b. In so far as possible, leave them alone. Try not to criticize trifling faults which might better be overlooked. It will save you a lot of time, too. Besides, the criticism is likely to be costly in the loss of good men for inconsequential reasons.
- c. When methods must be changed, orders issued, instructions given, stop to consider how boring and colorless your own job would be if you didn't understand it, or if you felt you had no control over the results which you are able to produce excepting within the very narrowest of limits. It will be easier for you to add a good explanatory lead-up to the order, change, or required instructions with 100 per cent more chance of ready and willing acceptance.

In your approach to your subordinates, you are very likely to be a better executive if you will follow three steps toward achieving a new level of personal relations. Your new horizons are:

1. The removal of obvious inconsistencies and stupidities which take on such large proportions for the average employee.
2. More detailed explanations to employees as to the nature of their jobs and how they fit into the final results so they may acquire a pride of accomplishment in their duties.
3. A greater freedom of expression and idea exchange for the general betterment of the business as a whole,

fostered through a better executive understanding of dealing with the people under your charge.

“EXECUTIVE OPINION IS . . .”

“What would you suggest for better executive-subordinate relations?”

RALPH DONALDSON, New York Employment Counsellor, states: “My experience has been that one set of rules may be applied in achieving a workable approach to one’s subordinates or toward one’s superiors. Here is what I would suggest:

1. *Sincerity.* Sincerity towards one’s subordinates wins respect and willingness. It transcends almost any other trait for effective human relations. Sincerity towards one’s superiors—in honest effort to do a real job, carry out orders, be worthy of one’s hire, promotes sensible job security and personal acceptability.
2. *Loyalty.* To shoulder blame for honest subordinate errors; to stand up for subordinates’ ideas and to pitch in when subordinates need supervisory morale building or direct help—even when such work is on subordinate level—earns the same loyalty as given. It is reciprocal. The process reverses itself with superiors, but here one must extend more loyalty than received on occasion because of a tendency to criticize executive actions which we do not fully understand.
3. *Instruction.* Explain—as often as necessary. Provide adequate detailed information. Help subordinates understand their share in the over-all objectives. Make it interesting and take the pains to clarify—just as one would prefer to receive it from superiors. With superiors, be attentive, concentrate, and register. It indicates reliability and intelligence.

4. *Appreciate.* One wants appreciation from superiors—one should give it generously to subordinates. One wants it from subordinates, and one should give it—discreetly, tactfully—to superiors.”

“What is your opinion as to the prime differences between a brass hat and a progressive executive?”

STANLEY I. CLARK, Vice-President, Sterling Drug, Incorporated, states: “It seems to me that there is an old Arabian proverb which can describe the prime difference between the brass hat and the executive:

‘He who knows not and knows not that he knows not;
he is a fool

He who knows not and knows that he knows not; he
is a wise man’

The brass hat assumes that because he has arrived at the executive level through a combination of fortuitous circumstances, he can sit back and relax. But the progressive executive, who probably has achieved his success through conscientious effort and by profiting by experience, continues the same process even though his associates may feel ‘he has arrived.’ True success does not necessarily imply specialization because the executive who is really a success is one who has knowledge of related, as well as of particular subjects, having to do with his job. In other words, while a successful executive may have a detailed knowledge of one particular subject, the chances are that he will have a broad knowledge of a large number of related subjects.”

CHAPTER 10

The Importance of Your Personal Relationships— Part 3

YOUR APPROACH TO YOUR SUPERIORS

No matter on which rung of the ladder of success you happen to be resting at this time, you probably have formed and developed some personal philosophy for dealing with your superiors. Just as it is essential for you to be adept at personal relations with subordinates and associates in the proper execution of your duties, it is essential, for your future growth and progress, that your philosophy of a proper approach to your own superiors be as nearly acceptable to them as you can make it.

We should be continually conscious of what other people think of us in their comments and reactions to us, and should indulge in some self-examination from time to time, but it is improbable that we ever know the real truth even once in a lifetime. Perhaps that is for the best. For while we may go poking about for a truthful picture of ourselves as others see us, the majority of us haven't yet learned to laugh at ourselves. Most of us have been too busy criticizing or laughing at others; and they at us—if we really want the facts.

But you may be perfectly satisfied that you have the key to the right approach to your superiors, and may have already decided to skip this chapter, or gloss over it. Bishop Warburton wrote, "If you would please a great

man, make him satisfied with *you*; if you would please a small man, make him satisfied with *himself*."

I am certainly not satisfied that I have all the right answers, or that I can give you all the right answers, to this very important part of your executive ability. Whatever I can offer you, is again written here only as a starting point for your own thinking, your consideration and study, and if it fits your requirements—for adoption and practice.

"Is there such a thing as an organization entirely free from internal politics, or a rather rapid grapevine system of communications which conveys information from the lowliest employee right to top management?" I asked a management consultant of some 55 years experience.

"Certainly not," he replied, "any more than the average home of three or more people is free from politics. Child and mother line up to influence Pop. Child and father line up to influence Mom. Pop and Mom line up to influence child. I never ran into any group which didn't have its factions and where information, especially bad news, didn't travel at a high rate of speed to those meant to hear it."

We are inclined to forget that. We are likely to overlook the importance of the political structure of our business connections and the effect it has on our relations with our superiors. But we cannot take it lightly if we are to succeed—to advance—to accomplish. *Politics*: sagacious planning and actions, wisely adapted to an end. But how wisely do we act, and how little do we plan?

As an executive, you are still human enough to enjoy in some degree the power you have over others. Conflict arises when you switch your thoughts to the powers others wield over you. One of the mistakes many men make is in talking too much. This takes two forms—on the error side:

1. We become impatiently obsessed with the desire for advancement, to neutralize other people's power over us. The most common outlet for this impatience is to *talk* over our plans and projected ideas with anyone who will listen. It tends to bolster our ego. It is a good idea to control this urge by having your plans and ideas in outline or completed form before you tell the whole organization what you are *intending* to do. Invariably, if you have talked too much prior to gaining required approval on such plans or ideas which must have sanction from your superiors, then you are frequently going to be hard pressed to refrain from my next item—criticism of your superiors. It is natural you should have the urge to criticize, if for no other reason than to protect your ego once again. This is a common occurrence, especially when approval is denied after you have talked the ideas or plans up to everyone in the place—and many have praised you *in advance*.

Except where it is definitely understood that meetings and conferences are routine matters for your idea or plan, to formulate and develop for official approval, your superiors are very likely to entertain the idea that your talking around the shop is purposeful politics—the *soliciting of support to force subsequent approval*. And they are going to resent it, whether such resentment is justified or not.

2. I have yet to sit at a luncheon table with a group of executives from the same office where serious or facetious criticism of some superior did not sooner or later become a part of the conversation. While nine times out of ten no serious consequences may result, there is always the tenth time—and you may be it. Criticism, in any form, is futile, particularly so when

directed at a superior. It will always be misunderstood, unless the man is a mighty big individual. You cannot afford to take a chance on that. It doesn't change habits, methods, personalities, or circumstances. When you feel a tendency to criticize you might ask yourself, why?

- a. Is it part of a persistent pattern you have established against that individual?
- b. Are you qualified to make such criticisms?
- c. Have previous criticisms of the same or similar situations proved futile?
- d. Is your criticism in reality just a gripe?
- e. Is your criticism a result of irritation or personal dislike for the individual?
- f. Is your criticism purely destructive—would serve no useful purpose?

As you may note, your motive and approach are important. Even more practical would be to examine carefully the individuals to whom you are talking. Are they part of political factions in which the victim of your criticism maintains an important role? If your criticism should be justified, are you certain it will not be misunderstood "upstairs"—knowing full well the grapevine will deliver your message and that it likely will be distorted according to the pleasure of the relater?

There are times when a man finds himself in an "every man for himself" organization, where personal humiliations are the order of the day. For my own part, I wouldn't stay in that kind of environment any longer than it would take me to find the front door. But continued advancement doesn't come easy in the most favorable environments. We have to develop an ability to ignore personal pettiness, just as we have to overlook many little minor annoyances in the average business.

Your superiors may irritate you frequently, and they may do a lot of things you have always believed good executives should not do, but somehow you just have to get along with them or quit.

In direct interviews with more than fifty executives in jobs ranging from assistant managers to vice-presidents, all of whom had to satisfy and get along with superiors, it was interesting to discover the number of methods these men seem to agree upon for better personal relations with those to whom they must report and have to satisfy.

The general philosophy resolves itself to these points:

1. Accept the situation—to *your boss or superiors you are an employee!* They expect of you the things you expect of the people under your supervision. What makes it difficult for the average executive to keep this in mind, is the difference in degree of general familiarity and friendliness which develops among the officials of a company, as against the proper balance which must be maintained between worker and executive. The conference or discussion technique is usually the order of the day between executives and their superiors; however, when orders are issued they have to be carried out by the executives just as the workers must accept the orders from their seniors. One executive outlined a common situation in regard to this matter: "If my boss, who happens to be the executive vice-president of our firm, asks me to do something," he said, "*whether I disagree with him or not*, I do it. If I disagree, I voice my opinions, for my boss is a reasonable man, and thus register my difference of thought. But I do the job as he wants it done! He is paying me—and it makes no difference to me if I have to do it over again and again and again. But I have seen executives come and go in our place just because they believed their position entitled them to argue with the boss, and in some cases even refuse to

do a job as was requested. I figure a man is boss because he knows what he is doing. That opinion hasn't changed any, even though mine has made some mistakes, but his general batting average is so good I really couldn't hold any other opinion on the matter."

2. Avoid direct challenges—*Let your superior see for himself that you respect his position and that you accept his authority.* Superiors test themselves, their authority, the respect others have for them, just as you may do yourself, by issuing an order or requesting some special task be done. This is one of the oldest tricks in business. If the test fails, your superior's disappointment can very well turn into actual dislike—warranted or not. When you disagree on a point, do it in the form of a question he can answer. Never force him to admit an error. If he is a "big" man, he will admit his own errors when he thinks it wise and proper to do so, without any prompting from you. If he is a "small" man, you are only risking your neck in taking such matters up at all.

3. Don't expect praise—*It is easy to develop an attitude that expects a pat on the back after every job well done, but our world doesn't operate on that system.* In most cases, you won't be disappointed if you expect your superior merely to hand you another assignment and tell you he wants it in a hurry, too. People who frequently expect praise invariably turn out to be malcontents. "My boss!" they say, adding a few choice adjectives. "Hell, he doesn't appreciate what I do. I just handle enough to get me by. Believe me, I've learned!" They learn another hard lesson—those executives, or workers—*there is no future in it.* Executives know how to take it—how to do a good job, as perfect as they can do it—and go right into the next problem without stopping for the applause. If it's coming to you—you will get it.

4. Don't be a reformer—*Find out how your superior likes the work done and try to fit into his way of doing things.* When he wants things in a certain form—give it to him. He has his reasons for it and if you have sufficient patience you can learn why. Then you may have an opportunity to sell him on better or different methods—but don't bother him or annoy him by resorting to your own systems. Find out what his peeves and pet gripes are, and see that you avoid them. They may range from arguments, to leaving the office before he does at the end of the day, or to wearing a flower in your lapel. In some ways you may even feel that he is trying to run your life. Unless it overruns all bounds of personal privacy—take it easy. "My boss lectures me frequently," another executive told me. "He sounds as though he were taking me to task for everything in the place, but I've learned that he is only 'educating' me in the one way he feels possible. He is the kind of man who considers showing a liking for an employee, regardless of position in the organization, during working hours, a sign of weakness and surrender of his authority. I've become a good listener. We are the best of friends socially. We get along fine during business hours, too." Use the complete range of your own authority, of course, but do not tread on your superior's toes with a campaign of reorganization, criticism of existing methods, or usurping powers which have not been officially granted to you. There is a time and place for ideas on reform.

5. Play the game—*The back-alley politician or squealer cannot command the respect of good superiors, much less impress poor superiors with anything other than feelings of uneasiness or outright distrust.* There are, in many organizations, those who go to top management where they believe they have a receptive ear, and say, "It occurred to me that you should know that so-and-so is doing thus-and-

thus," or "If so-and-so continues his present methods, we will be in trouble," or any number of direct or indirect suggestions of error in others, according to the opinions of the teller. Another type of executive behavior which causes trouble with superiors is the attempts to undermine an associate's standing in the fight for promotion. Big men take their troubles, losses, and adversities with a show of poise. The author was guilty of not playing the game some years ago. It was a hard lesson to learn but the loss was worth the learning. I had a job as an assistant to a vice-president. He had given me to understand that if he resigned, retired, or left for any reason, he had advised his superiors that he considered me the man to replace him. He died unexpectedly. My bosses threw me into the breach for several months, and then I learned that the whole story had been just a tale to keep me interested in the job. He probably thought it a good method—a justifiable method for maintaining interest. When my superiors decided to fill the gap, they employed an older man. Still burning with resentment, I quit when the new man started. I said it was foolish. Here is why I think so. The man lasted less than a year. In two years time they had three new vice-presidents in that job. It is conceivable that I would have won that promotion in the end. It pays to play the game.

6. Don't oversell yourself—*Your superiors will resent familiarity and overfriendliness if the majority of it originates with you.* Slow up a bit. Just as you must control the degree of familiarity in your own personal relations with those working under you, they feel it necessary to control their personal relations with you. There is an old gag about what happens when two Dale Carnegie graduates meet? It is something to think about. If they learned their lessons well, there will be a conscious recognition in each that the other fellow knows something about human

relations. One or the other will slow up—give the other fellow a chance to take the lead, make the invitation, offer social pursuits, and so forth. If you tend to talk too fast, have a feeling that you are a bit awkward, recognize that you are firing answers to questions more rapidly than good thought would normally permit, and feel uncertainty as to whether this boss likes you or not—slow down. Let him take the lead. You take your cues accordingly. The best way to kill your case with a superior is to give yourself an obvious build-up and try to climb up into his lap and be sociable, before he has been made receptive to the idea. The idea has to come from him. You can see he gets the idea by:

- a.* Noticing and mentioning his good points on occasion.
- b.* Listening to his version of the jobs and problems he has licked, and admitting the acquisition of knowledge from his experience.
- c.* Talk and act as though you like to be with him.
- d.* He suffers self-doubts, too. He wonders whether subordinates respect him. Take the cue if you can.
- e.* Admit your need of his help and advice on occasion.
- f.* Do some detective work, find out what he likes—books, plays, sports, hobbies, recreations—and build an associate into a friend.

Largely depending on how a man approaches his superiors is the story of his success or the tragedy of his failure. Gold mining and your personal relations with superiors are much alike. The deeper you dig into their value, the more values you are pretty sure to find.

When discussing this with Dr. A. P. Sperling, Director of the Aptitude Testing Institute, he said, "An executive, starting in his job, has but few friends and, it is hoped, a very few enemies. His assets increase through his personal relations—up or down the ladder from his own position—

and his liabilities are multiplied from the same source. Therefore, the progressive executive must recognize the art of better personal relations as the first factor to deal with. To acquire it, he must do more than intend—he must profit from proper application of the right methods as against the obvious errors of his ways in the past.”

There should be sufficient germs for thought, as to your own situation, in these three chapters on this very important subject. Get acquainted with men—if you would be a progressive executive.

“EXECUTIVE OPINION IS . . .”

“In your opinion, what distinguishes the modern progressive executive from the brass hat type of the past?”

WILLIAM I. ORCHARD, Copy Editor, Batten, Barton, Durstine & Osborn, Inc., states: “In my opinion, the rapid changes in the world today have forced us to recognize certain inadequacies in the old-time brass hat type of executive. I have known many of them, and some exceedingly successful, but I believe that continued success can only come from a completely revised point of view toward executive responsibilities. These new viewpoints are:

- a. The willing delegation of both responsibility and authority to others in an effort to free oneself from unnecessary detail.
- b. With this new-found time, to engage in self-analysis and study one’s approach to one’s own business problems to achieve a better vertical synthesis in the making of decisions.
- c. With this new-found time, to engage in thorough study of allied fields which may directly or indirectly

affect one's own business or industry and thus provide a greater horizontal development.

To remain successful, the old-time brass hat must do these things. Any executive who takes these means to keep pace with today's pressure of business is, in my opinion, on the road to modern progressive executive leadership. Actually, not all the executives of the past were brass hats or stuffed shirts, and those who were not were the trainers of the modern type of executive."

MORRIS I. PICKUS, President, The Personnel Institute, Inc., Consultants in Personnel Administration, states: "The old-time brass hat executive is now deader than a 'dodo'! My opinion has been formed by 25 years in sales training, marketing, and personnel work, during which time I have had the fortunate experience of personal contact with nearly 1,000 executives in a variety of industries. The labor unions, our higher standard of living and the general attitudes of the American worker have forced the executive—the old-time hard-fisted executive—to become a persuasive leader.

"The old-time type of executive was a driver. Many times such a man had a feeling of insecurity, and he compensated for this feeling of insecurity and inferiority by overpowering his subordinates. He always wanted something done irrespective of whether it was properly planned or whether there was any real need for doing what he wanted done. Timing to him was an unknown factor.

"The basic idea in management today is 'Teamwork.' Farsighted progressive executives carefully analyze their job descriptions. They are adept at delegating detail to subordinates. They have begun to realize that they must 'spend more time' with their individual employees. Proper motivation comes from consultation and explanation.

We must open the channels of communication between the supervisor and his employee. This can only be accomplished by thoroughly understanding his people and to accomplish this understanding he should do two things: 1. Use aptitude tests and progress reports in order to more accurately measure the areas of weakness and the areas of strength in every individual under his supervision. 2. After forming decisions based on facts and not on opinions, he should set aside regular intervals for complete, friendly conferences with each employee.

"It is true that a good executive must be skillful in human relations; it is true that a good executive must have insight into human behavior. However, in order to acquire this skill and in order to have this insight, it is necessary for the executive to arrange and devote the required time. I emphasize Time repeatedly because brass hats are too busy to find it by a proper analysis of their own activities. Progressive executives are not too busy to devote time to all their people."

ANDREW J. HAIRE, President, The Haire Publications, states: "In my opinion the essential difference between a brass hat and a progressive executive is that a brass hat will give an order without extending the privilege of discussion. One must carry it out even when knowing that the order is wrong. The progressive executive gives orders with the privilege of discussion. One may have to carry out such orders his way even though you have the knowledge that you are right. In such cases the net result is practically the same."

CHAPTER 11

The Art of Keeping Up-to-Date

Every executive should ask himself whether he is willing to endure the pain of the price of success for the glory and rewards that go with achievement. Or whether he prefers to accept the uneasy and inadequate contentment(?) that comes with mediocrity. It has got to be one or the other.

That others, besides the author, recognize how very many executives tend to coast along on their formal education (which might be up to forty or more years *out of date*) and on their experience (which usually is narrowly confined to their own specialty) is indicated by the number of references made to this subject by leading educators and successful leaders.

The *Milwaukee Journal* reported that Walter R. Agard of Wisconsin University was unhappy about his chrysanthemums. They die each winter because they have not grown deeply enough into the soil. It reminds him of so many students he has known—men who grew very rapidly during their years of schooling and then, transplanted by graduation into the unsheltered soil of competitive life, began to shrivel and die.

In his *Autobiography With Letters*, William Lyon Phelps writes, "Education means drawing forth from the mind latent powers and developing them, so that in mature years one may apply these powers not merely to success

in one's occupation, but to success in the greatest of all arts—the art of living.”

That is an ideal, but apparently Dr. James Creese, president of Drexel Institute in Philadelphia doesn't have much hope for the majority achieving such an ideal. While his idea is semi-facetious, I'll let the reader judge if it might not work, considering the vague efforts made by some executives at self-improvement and the half-hearted attempts to keep up-to-date on their business or contemporary affairs.

Dr. Creese suggests placing young graduates of schools and colleges in the high-bracket jobs (\$50,000 and up) in the capacity of presidents, chairmen of boards, or as managers and consultants. He then suggests that they be slowly demoted as they grow older, until at age 65 or over they are serving in easier jobs as receptionists, watchmen, elevator starters, and other posts which would not tax their ability to stay on top and keep informed.

Dr. Creese offers this plan on the theory that it would bring to top-level management in business and industry the most energetic, original, and resourceful age groups. Besides, he feels that these men, realizing that they could go only down, would devote themselves completely to their jobs without wasting time on competition, or making up to their superiors for future favors.

Indeed, it used to be that everyone had to climb the ladder of success, but many people today are looking for an express elevator. It seems that the average man asks of education only that it increase his power to earn so that he can enjoy a greater amount of material things than the less educated. It might be a fine idea if we could adopt Dr. George Gallop's suggestion that schools and colleges wait a number of years after graduation before awarding diplomas and degrees, to see if the student could give satis-

factory proof *that he has continuously, seriously, and systematically pursued his interest in learning*, and has developed mentally and spiritually.

I am developing this chapter entirely on the basis that education—in all forms—has something to do with changing people for the better by leading them to *a greater activity of mind* than they displayed before—regardless of age or experience. In this matter I again went to many executives and asked their opinions on keeping up-to-date. I selected men who are successful—exhibiting right now all the traits which differentiate the progressive executive from the brass hat.

A question was submitted, "Do you believe the average executive is too narrowly specialized? What do you believe to be some of the best methods for keeping up-to-date and broadening his outlook and knowledge?"

These replies are representative of all the answers I received:

1. Jack Wilson, Mill Representative for Reeves Brothers, Inc., wrote: "Yes, the average executive is much too narrow to cope with today's problems and his responsibilities. Among the remedies I follow are:—a. Devote as much time as possible to help young people succeed along specific lines—those I know about. b. Listen to, and help create, new ideas; especially to be helpful in developing new ideas for business brought to my attention by the younger element. It gives them the courage and stimulus to do it again. We need it. c. Through the study of certain subjects, or even teaching some of them, such as economics, business practices, salesmanship, management, public speaking, business, and contract law, etc."

2. H. Henry Krudop, Manager, Fine Paper Dept., George W. Millar & Company, Inc., said: "Indeed, I know the average executive is narrowly specialized. I

would suggest daily improvement through the study of trade papers, trade meetings, contacts with others in the field—especially outside his field. It is important that he plug time-wasting leaks by hiring competent assistants and relying on them to get results.”

3. Linwood G. Lessig, an executive with J. Walter Thompson, Inc., stated: “It is not good, but I guess too many of us are over-specialized in our particular fields of action. By joining organizations related to our own business, a first essential in keeping up-to-date in our own jobs, and then joining some organization where we have a chance to meet people from other lines of endeavor, we can hope to develop broadening acquaintances. This is an excellent medium for the exchange of ideas. Subscribing to trade papers—and reading them—to broaden his perspective is the next essential. This also applies to good books on various subjects, courses in local colleges, or correspondence courses. As for the latter, all too little information has been spread regarding the efficiency and splendid work many colleges are doing in this direction.”

4. Suggests Armand J. Gariepy, Administrative Assistant, U.S. Aviation Underwriters, Inc.,—“My reply to your question is obvious, for we all know that we tend to limit ourselves to our own fields beyond sensible application. I find suitable remedies for this situation in such directions as:

- a. Instructing in evening school or colleges. This gives one a chance to “battle” with young minds. It is most enlightening.
- b. As a chairman of a committee, committee member, or other official or group leader at a trade club.
- c. As a participant in courses developed by trade clubs.
- d. Building up promising employees into good junior executives, or junior executives to senior executives.

This requires highly intensified direction, but once the specialized knowledge of the business has been covered, it is important to include the aspects of the relationship of other fields, competition, etc. It is self-instructive.

- e. By welcoming and really listening to suggestions. The know-it-all attitude of the brass hat snuffs out all hope of new thinking. A ready ear, patient attitude, encouraging reception, and repetition of the germ of an idea, and insisting that the same attitude prevail on all levels of authority, would in my opinion broaden all supervisors, managers, and executives.
- f. By special study (reading, discussions, or courses) of outside and allied fields.
- g. By getting interested in other departments of the business, or specialties, such as, personnel, public relations, merchandising, sales, accounting, production, purchasing, etc.
- h. By helping out in various civic activities for the sole purpose of "doing good" and without the slightest hope of end gain!"

These are not *theories* which I am dreaming up or cribbing from textbooks written by men with but a faint idea of how widely theory and practice are divided in the business world. To put it straight—it is advice right from the horse's mouth. It applies to the workers who are highly concentrating their efforts on the competition of winning advancement to executive jobs; it applies to executives who are trying to hold on to their jobs—and possibly go up just another step or two.

"Sure, this is all very well," you say at this point, "but this man doesn't know how busy I am. Where am I going to find the time to do all these things?"

Your first problem is to examine your *time-wasters*. And I mean that you should take a really good, long, hard look. It is not so often that you will find time-wasters in the performance of your regular duties. There are some, and they should be eliminated. I asked several executives that question, too. Here are some of the replies:

1. From Frank W. Lovejoy, Sales Executive, Socony-Vacuum Oil Company, Inc.: "In my business it is publisher's representatives (and there are all too many of them) who attempt to interest us in using their publications. Generally they (the representatives) haven't the faintest idea what we sell or how we market it. (Publishers, please note.) They know all about their business and nothing about ours. They do not know whether we sell through jobbers, dealers, or direct—wholesale, retail, nationally, internationally, or locally. I get rid of them until they learn—sending them to our display rooms for a hasty course on the scope and purpose of our organization."

2. From Philip J. Kelly, Advertising Director, National Distillers Products Corporation: "The worst time-wasters in my business activities are commercial callers who seldom know enough about their own business and darn little of ours, and who usually drop in just to say hello because they happen to be in the neighborhood."

3. From Frank M. Head, Vice-President, United Cigar-Whelan Stores, Inc.: "I found out that I just couldn't spend the time interviewing insistent salesmen who generally didn't know my line anyway, and chasing down ephemeral ideas that appeared promising but end in impractical dream-stuff. I'm a fact-finder today. I do business only with fact-finders."

But there are many other time-wasters which we completely overlook—during business hours as well as out of

regular working hours. They include, too many social obligations, friends who call on the phone and just talk and talk, hucksters who are permitted to make the rounds in the office, personal letters being answered during business hours, being a good Joe and giving too many favors, and the like.

We are in agreement, you and I, that personal generosity, kindness, remembrances, and generally good personal relations are essentials if we are to advance our share of success. We face a choice of going ahead without the obstacle of a lot of time-wasters, or to have our progress checked—even halted—because of an overworked sense of obligation that others are all too ready to take advantage of.

Three important time-wasters must be considered—no matter what our personal feelings may be in the matter. These include: 1. Our immediate families. This includes everyone from blood relatives to in-laws and tenth cousins. 2. Our friends and acquaintances. 3. Our business associates.

Let us start on number 1—our families and relatives. They can at one time be the greatest inspiration, and help, and on the other hand the worst time-wasters we have to check. The president of a firm told me, "I do not suffer nearly as much loss of needed time from those who secure my name from sources of supply to obtain from me opinions on new items, marketing, or promotional matters, as I do from those with whom I have a very close relationship—principally relatives." That thought may never have entered your head. Success carries with it many responsibilities, not the least of which is to have all the time you can muster to keep yourself informed. Getting rid of time-wasters may give you that time. It is families who should make allowances, and where they do not—where they demand the same amount of your time and attentions as you were able to give them when you were less

beset with important obligations, then they become drags, intentional or not.

It requires a lot of personal fortitude, tact, diplomacy, to ignore or rectify such situations—usually knowing in advance that you will be misunderstood, to elect to place your responsibilities to your own wife and children, to your firm and subordinates, to yourself, above other family and relationship considerations. But if they are wasting your time—you had better figure the way out, even if you cannot breathe understanding into some of them.

The second item—your friends and acquaintances present a very similar situation as that which develops with family members. At the risk of being called everything from “rat” to “louse” you simply must make the choice between non-productive time as against productive time. Requests to get people things at wholesale, ship a parcel here or there, use your influence to do this or that, must all be weighed in relation to the importance of the individual. End-gaining? No—*discrimination!* These things can go too far beyond the limits of common sense, as you undoubtedly know.

Take the case of an up-and-coming lawyer who experienced a very common situation. He was rapidly moving into larger political circles. The demands on his time were beginning to disrupt his own home until he sat down with his wife and discussed their situation.

Ten years previously, when they first moved into the town where they lived, they followed the usual patterns. He commuted daily. His wife made the neighborly social contacts through church, clubs, and local activities. They began to see their neighbors on occasional evenings, and then regularly, for that chat or game of bridge. Club and church activities—entirely local in color and scope—demanded time.

But Joe Williams, to give him a name, was outclassing and outgrowing his friends in his business progress. His wife tried desperately to keep up the social end on her own, for more and more of his time was taken up in activities away from the town. People began to suggest that he was becoming snobbish, above them. It began to look to Joe and his wife as though they would have to make a decision—give up success, or cater to the good will of his friends and neighbors.

Joe and his wife moved away—the only solution to the problems accompanying Joe's rise in life, and one which salved their better feelings. "I didn't want to give up those friendships," Joe told me. "I feel every bit of warmth and friendliness for those people as I ever did. I am very sorry they couldn't, or didn't want to, understand that I could no longer devote as much time as I formerly did to their affairs and activities."

Either you want to broaden yourself, make time to do it, or you are willing to sacrifice it on the altar of friendship and acquaintances who are not big enough to understand that responsibilities may lessen contacts without impairing such relationships.

The third item—your business associates—is a slightly different matter. I have, in this volume, suggested to you that it pays to give advice, help people with their problems, listen to suggestion, be friendly, willing, and give of your time. These things must be sensibly rationed or they are likely to become so burdensome as to topple you right out of your job. I have known executives, good speakers, who accepted so many speaking engagements that they finally received official reprimands on the loss of time from work—rather than commendation for good public relations. The free advice seekers, the favor hunters, the politicians who continually want to line you up behind their own ideas,

the office gossips, dependent subordinates who cannot do a piece of work unless you are present to check each stage as it progresses, are all various forms of time-wasters—perhaps of your own making.

The progressive executive cannot afford to throw around his allotted twenty-four hours per day. His obligations and responsibilities to his firm, his subordinates, his associates, his family, and to himself, are too great and too important for encroachment by time-wasters. The elimination of a major percentage of these time-wasters may spell the difference between keeping up-to-date in your field and contemporary affairs, and a label of "has been."

One of the cutest tricks I ran into, when making the rounds of people suggested for interviews on this subject, was the practice of an executive to prominently display a hearing aid—for which he had absolutely no need. His job required seeing a great many people in the course of the day. Where there was immediate progress, he talked with the individual and heard him without difficulty. Where he sensed there would only be a waste of his time to see the individual before him for any lengthy period, his hearing aid suddenly "went sour"—battery dead—or some such excuse, and he asked the person in his office to write what he had to say from that point on. The interview usually ended quickly. "It is surprising," he finally said, "how little people really have to talk about when they have to write it down!"

Out of more than a hundred contacts with progressive executives, there developed a pattern of six distinct points of discussion covering the best means for keeping up-to-date in this fast moving world. Many men believe that hard work and an objective performance are all that is required to win or to maintain a successful position in life. Un-

fortunately, as has been proved by research work in this field, overconcentration on the job results in nothing more than narrow experience. The individual soon loses his perspective and finds himself in the same mental circumstances as the inebriated man who bumped into a telephone pole on his rather unsteady way home. He put his hands on the wooden surface in front of him—concentrating as only a lush can, in solemn fixation. He walked around the pole slowly—feeling his way over every inch. After many times around the pole, he stopped to rest. Then he went the other way for a long time—always feeling his way along in that same intense concentration. Finally, he sat down on the curbing and began to weep. A passer-by stopped to ask him if he could help him in any way.

“No,” the drunk wailed in anguish, “only the Lord can help us now—we’re walled in!”

If you don’t want your mind to remain walled in—in a concentration camp of old ideas—examine some of these suggestions which follow. You may be, probably are, engaging in some such activities. If not—you might at least investigate the possibilities. A new horizon in the effort to broaden yourself.

1. *Activities in your trade, business, or professional clubs and associations.* Intellectual and social betters boost us. When we meet our stale moods with counteracting companions, we are always benefited. As we grow ready for the acquaintance and friendship of desirable and dependable men, we find them ready to extend their interests to us. The concert of good company usually fires a man to greater energy and more endurance. There is no better source for such growth than that presented by affiliation and active participation in trade, business, or professional organizations. Dues are nominal, and the only other expense

the cost of a luncheon or dinner. Meetings take little time, perhaps once a week, bi-weekly, or only monthly.

Harry Simmons, a sales and management consultant, speaking from the rostrum at a meeting of the Sales Executive's Club of New York, said, "If I were soliciting memberships for this club, I would say that we are delivering a thousand dollar package, as a minimum, to our members each year. It is possible to pick up one or hundreds of new ideas at our meetings worth many times that amount!"

Working with business associates, men in competitive lines, men in allied fields, provides for a healthy exchange of opinion and an opportunity to gain knowledge not offered in any classroom or through any course. Besides offering the individual an opportunity to serve unselfishly in establishing training programs for the younger elements, organizing community projects, and serving on committees within the club or association structure, the opportunities to broaden one's contacts, to obtain outside opinions on basic problems, are unlimited.

Closely associated with item 1 is our second suggestion.

2. *Affiliation with a service club.* This has nothing to do with your trade, business, or profession. You need such contacts in your work if you would keep aware of what is going on, new developments in your own field, and so forth. Service clubs are such organizations as Kiwanis, Rotary, Lions, Exchange, and others. We might add here Chambers of Commerce, Junior Chambers of Commerce, and local business clubs which include men from every line of business in the locality. Again, it is not a matter of great financial burden. Dues are nominal and running expenses do not exceed greatly the cost of meals at meeting times. The opportunity for contacts with people in other walks of life is important. "We all are interdependent and no executive can put on blinders to what is happening in

other fields or professions. There are no clear-cut dividing lines that make commercial or professional isolationism practical or desirable," says E. D. Horgan, Manager, Sales Promotion, Interchemical Corporation. "The scrutiny of one man is a small measure of human nature or human knowledge, and a dangerous or discouraging employment. The study of several men will give you a greater latitude of knowledge, and from this a greater understanding of human nature so you may sift out such knowledge and traits which may be adapted to your own needs."

3. *Trade papers, or journals, concerning your business or profession.* Business is no longer a bilk-and-barter game. It is a complex activity in which the well-informed and well-trained mind is the most acceptable, not to mention the most efficient. As Douglas E. Lurton, Editor, *Your Life Magazine*, put it, when we were discussing the value of trade papers, "Weeds grow without invitation, and even roses grow wild without any attention, but one can't raise a hill of potatoes without using a hoe regularly! The same goes for a man's business. Trade papers are his hoe. They provide a stimulus to think up new ideas and frequently provide ready-made ideas. Naturally, they keep one informed on how others are doing and what they are doing. No progressive executive today overlooks such an important source of information.

"In my years in the publishing business, for example," Douglas Lurton continued, "I have seen many men come up and reach top jobs in this field. As I remember them I cannot help but recall that they were among those who used to come into the executive's offices and ask if they could borrow copies of our trade papers so that they might keep abreast of new developments. It isn't often that employees have a chance to see the trade papers, you know, unless they subscribe for themselves. Perhaps that is a

good thing for it gives the wide awake executive a pretty good idea of the people who are on their toes. Naturally, this shouldn't be the sole criterion—but it is an important one.

"Not so long ago," he continued, "an acquaintance came to see me and he was quite agitated over his unexpected election to a high post in a trade association. He felt that he wasn't sufficiently 'up on things' in his field to make the right impression. I suggested that he get copies of his trade papers for the past month, and subscribe to every one of the important ones so he would be sure to obtain current issues for the following month or two. Then I suggested that he read them through, quickly, to capture a general picture of the happenings and events in the field. When I next saw him he was a different person. He was tickled with the results—with the fact that there was seldom a time in the meetings of the association where he was unaware of a point, an event, a problem, which was facing the industry as a whole. Trade papers are a power in the average man's business life. He shouldn't overlook their possibilities, willfully or carelessly."

"I know many business men who haven't looked at their trade papers for months. I know, because I've seen them collecting dust—still in their unopened wrappers just as the mailman delivered them," J. Louis Ledeen, Director of Distribution, Indian Motorcycle Company, said to me. "Years ago we used to feel that when a man left school or college, his education was finished. We now realize how artificial that sort of thinking was. Today we hold more to the idea that work and continued education must go hand in hand. One of the most important elements of such education can be found in careful study of the trade papers in the individual's field of business."

4. *Cultivating the acquaintance of others in your line*

of business with competing firms. Executives might take a page from the book of salesmen and sales managers in this respect. While commercial espionage is generally frowned upon, top management does find it desirable to keep an ear open in other than the usual trade channels for information which may prove of advantage. Attempting to be altruistic in this matter, I will confine myself to the suggestion that trade papers cannot present every good idea in print. Exchange of information on how certain problems have been licked, ideas developed, programs instituted, may provide many solutions to your own problems. Who can better "talk your language" than people in the same line of business—regardless of the competitive factors involved?

5. Educational activities for specialized knowledge. Voluntary education is the thing today. The progressive executive who is interested in good leadership will pay a reasonable price for modern and practical supplementary education—a little time. I realize that you may feel as though I am asking you to spend time on this, time on that, time on the job, and so on, until you feel you will never be able to keep all these separate activities within the limits of such time as you may have available. However, if you stop to think about it—so many of these suggestions overlap, and so many require but a bit of time which you now spend in similar ways—though non-productively—you will see where some time-planning can be of a great deal of assistance here.

This matter of acquiring up-to-date information by taking courses in your local schools, colleges, or training programs sponsored by your clubs or associations, needs no explanation, excuse, or argument. It is self-evident. But very many executives are in a position where they cannot attend regular classes, and many are in an area where

no such opportunity presents itself—the nearest residence schools being beyond the distance of practical attendance.

It would surprise you how many of these people, who could benefit from correspondence courses, shy away from them because of the uninformed prejudice which has been promoted because of some instances of unreliability. Just as many cases, if not more, of unreliable residence schools and colleges are a matter of record. "Correspondence courses are a great aid to us in helping us train our personnel in various phases of our business," one executive told me. "But as for myself? I don't think they would do me much good." He shook his head and looked at me as though I had proposed something quite distasteful to him.

"Why do you feel they couldn't help you?" I asked him.

"Because, at my time of life, a mail-order certificate that I had completed a course in this or that isn't going to be of much use to me."

"Who said anything about studying for a certificate?" I said. "What about just studying to learn something—get the modern slant on things—keep up with research findings, and so on?"

"Oh, that," he said. "Well, if there was a school around here. . . ."

I knew that he was prejudiced and I couldn't take the time to try to sell him on the idea. I hope he reads this book for I am going to give the reader some idea of modern correspondence education—how it started and where it is today.

Back in 1871 the University of Cambridge offered courses beyond the college walls via correspondence. The earliest American date is 1879 when William Rainey Harper, professor of languages at Yale, started teaching students by mail. In 1890 the University of Chicago in-

cluded University Extension courses in spite of the considerable amount of prejudice against the idea of educators. The University of Chicago today has hundreds of credit and non-credit courses with thousands of students all over the country. Other colleges which offer courses by mail include Pennsylvania State College, Ohio State University, Massachusetts Division of University Extension, University of Nebraska, Columbia University, Arizona State University, University of Michigan, North Dakota Agricultural College, Arkansas State Teachers College, and many others too numerous to compile here. Fred G. Stevenson, University of Michigan, has stated that correspondence courses are cheaper for the student and the institution than campus work, and quite as effective. The greater flexibility in course requirements and combinations to be obtained makes it possible to arrange an individual program for each student. The individual has the additional advantage of being able to explore his interests, test his abilities, and concentrate on his specialties with little loss of time, convenience of time available, at a rate of speed natural with his own abilities, less money, and no loss of prestige.

The results are highly favorable. Studies made in Montana show that students do good work in and out of school. University of Michigan Correspondence Project indicated that correspondence students made better than average records. Extensive sampling at the University of Chicago indicated that correspondence students obtained marks higher than the average of all resident students.

It is easy to understand why correspondence students usually attain higher standings than the average resident student. *They are studying for a purpose*—more concerned with gaining knowledge than the credits involved.

Don't let a prejudice, based on snobbishness or a lack

of fact, stop you from obtaining needed supplementary education by mail—if that is the most convenient method for you to get it. And perhaps this information will prevent you from misjudging a man's acceptability for a job—just because he has gained most of his knowledge and training through this type of study.

Lincoln, the self-educated man, said, "I will study and prepare myself and some day my opportunity will come." What an inspiring lesson in so short a sentence. How practical and punchful. When we grow older but continue to study and prepare ourselves, we profit by the experience of Lincoln and prosper on the life plan of nearly every great and good man who ever lived or is living.

6. *Productive recreations and hobbies.* On this item there seems to be general agreement among most of the executives I have interviewed that any recreational activity which at some time affords the participants an opportunity to get together and talk over—not only their mutual interest in their hobby or sport, but matters of a contemporary and occupational nature, mostly explanatory in aspect, perhaps just blowing off a bit of steam—is helpful and mentally stimulating.

They also seem agreed that outside of lying in bed and sleeping, there is little real rest in just sitting around, puttering, following closely confined hobbies which exclude contacts with other people. One's mind continues to function and it might as well be put to use in mutual expression and exchange of opinions and ideas.

The suggestion here seems to resolve itself to interesting hobbies and recreations which prove diversionary and entertaining, but which permit a certain amount of intelligent discourse between the individual and people he might otherwise not see or communicate with during his average business day. Rest, they opine, is the period you

spend in bed sleeping—and you know how much you need. Relaxation is *change of activity—whether it is mental or physical*.

And so we have covered six points in the program of keeping up-to-date—an horizon most of us could expand—which in turn will aid us to expand. In my last interview on this subject my informant gave me a perfect closing, and I shall use it here. He said, “Just telling the average executive he can be a progressive executive is so much twaddle talk. He has to *want* to improve himself, almost every day, and if he really is progressive he will admit that this is practical hard-boiled good sense!”

“EXECUTIVE OPINION IS . . .”

“What is your opinion on the need for improving executive attitudes in today’s rapid business and industrial pace?”

GILBERT T. HODGES, Chairman of Executive Committee, *The New York Sun*, states: “From the outline of the theme of *Brass Hat or Executive* I feel there is a great need for such a book. We are living in a dynamic world, and there is no question but what worth-while executives must be open-minded to the many changes taking place in our economic progress. The old must either be replaced by the new, or be constantly alert to the many influences affecting national and international trade and commerce. They say it is hard to teach an old dog new tricks, but this must be done if the old dog is to remain in business. Executives need more information on improvement in the personal approach to the problem of keeping up-to-date in a changing world.”

SIDNEY EDLUND, Partner, Sidney Edlund & Company, and originator of the famed *Man-marketing Clinics*, states:

“Get rid of all work which subordinates can perform. Get closer to workers, customers, prospects. Develop man-to-man rather than man-to-servant relations with employees. Stimulate and aid employees to make use of their great unused capacities. Use scientific fact-finding and analysis as a basis for important decisions, with facts on hand to make prompt but not hurried decisions. Consider first what is good in new ideas rather than what is bad. In my opinion this represents the acceptable minimum attitudes for improved executive ability today.”

CHAPTER 12

Master Salesmanship—A Must!—Part 1

“Today the emphasis is on selling,” according to William C. Decker, President of Corning Glass Works. “Undreamed-of productive capacity is available to make possible undreamed-of standards of living. Much more product than ever before, however, must be moved from factories to consumers to achieve that goal. That is why better selling is so urgently needed.”

Everything I have presented so far has been with an eye toward promoting attitudes—“selling” attitudes—which can be developed in a general broadening program for the progressive executive. I am not concerned with the actual methods, for these will vary with the needs of the individual, and will be dictated largely by the business in which he engages. I have been concerned with the extremely limited view many executives hold as to their relationship to their jobs, their firms, their subordinates, and the general public.

In weighing the importance of an executive's responsibilities, it seems to me we must begin with the thought that we shall progress further along the path of human understanding as to what our system of free enterprise means when everyone—executives included—recognize that management personnel is equally engaged in selling the worker's labor for him, and in directing his productiveness. The workingman who helps to make paint, clothes, furni-

ture, or automobiles, has his job only so long as management personnel is efficiently selling his work for him. The progressive executive knows that the river of useful articles and services which are being perfected by human minds and hands in laboratories, plants, and testing grounds must be introduced to the buying public if they are to create even more jobs for more people. The progressive executive is more than the intelligence agent for management, he is also the business representative—no matter what his own special function—for the skill and productive genius of the workers.

Our way of life is *a persuasive way of life*. Too few executives concern themselves with the fact that markets have to be built, just as machinery, organizations, or factories, and that they share in that building. Because markets are vague intangibles, except to experts, the average executive puts too much emphasis on his part in production. The progressive executive develops the modern attitude that we make things or develop services because we can sell them to others. They keep in mind—*selling comes first—always!*

Unless executives create the primary forces in the business cycle—manufacture, distribution, customer desire—none of the other components in their business will function. It is up to every executive to take the initiative. Our prosperity depends upon the smooth and steady flow of production and services into the hands of the users. This responsibility rests entirely with executives. It is the heaviest responsibility they have ever faced. I have scouted many authorities to obtain opinions and have found general agreement on this compilation of data for “selling” within and outside of your organization:

1. You must train recruits; retain personnel to meet today's standards in quality production, efficient sales

methods, etc., to overcome the hangover from war-time methods not consistent with post-war competition; to overcome the lassitudes of sellers' markets and order-taking, and to develop energetic public relations and sales processes.

2. You must seek to introduce supervisory training for junior executives, foremen, supervisors, and for improved leadership on all levels of management.
3. You must sell everyone within your own business on the need for higher product quality, improved product value, more efficient design.
4. You must sell others in management on the need to seek and secure more reliable market information, more detailed market building programs, etc., to be used as guides to greater selling success.
5. You must tend to develop inspiring leadership traits in yourself and set inspiring standards of service to others.
6. You must sell others in management on the need for continual experimenting on new approaches and techniques for more effective business programs, while following the best and tried methods available.

What can you, as an executive, do about these suggestions?

- a. You can assume that these problems are immediate and that you are personally concerned with them. When production catches up to demand, every executive is on the spot—you—and every executive carries the responsibility of seeing that warehouses do not back up into the production lines. Handle your own job as efficiently as possible—that's just sensible—but sell yourself on keeping an eye on the operation as a

whole, and then sell others such ideas as you may originate which would be useful elsewhere.

- b.* Improve your knowledge of sales promotion, advertising, sales literature, and such sales tools as can be useful in your operation, so that you may carry on your own job with a greater sense of direction and purpose.
- c.* Prepare your personnel in quality and in quantity. Sell your present personnel on the benefits of modern training, accompanied by clear-cut outlines of company policy. Be sure to get superior personnel when you take on new people. Have in mind not only the ability to perform under current conditions, but what performance may be expected under pressure of any anticipated difficulties.
- d.* Try to ascertain that your own superiors seem thoroughly convinced of the necessity for improving every avenue which will make easier the job of competitive selling and better public relations.
- e.* Try to discover which are the progressive elements at work in your firm. Back those people and help them to sell their ideas.
- f.* Sell your own ideas and your own programs. The proper interviewing techniques might be considered here as an aid in developing your approach. You might study these seven points and practice them:
 - 1. Make certain of your facts and that your story will have a beginning, a middle, and an end. Keep things in a logical sequence.
 - 2. Of two people at an interview, the one with the clearest picture can draw a focused attention and hold it.
 - 3. Forget yourself. Don't end-gain. Keep your mind

on your man and on what you are trying to sell him.

4. As quickly as possible, put him into a picture he should want to be in. You may do this by asking questions, through showing him something, or by giving him something he can handle or see.
5. Try to differentiate yourself in some way by better behavior, different actions, or more suave approach than the usual run of people who see this man.
6. Try to dramatize through a series of verbal pictures and gestures, to place your man in situations or circumstances where he would actually use, or benefit from the use of the idea, the service, or the product.
7. Be careful not to push for a decision where a little time for consideration might spell the difference between rejection or acceptance.

There are situations where some executives will be inclined to react to these suggestions in some manner like, "This man should meet my boss! He runs our business—we just do as we are told."

I'm no magician, but at least I think I would try. That is what a Governor of Wisconsin stated, "Let no cynic tell you you were born at the wrong time. Rather let the historian some day say of you, thankfully, that you came to us precisely when we most desperately needed you." What we need most desperately in current times are some fearless progressive executives who will at least *try to sell progressive ideas*.

And having touched on the need for master salesmanship "within your own house"—we have to consider the necessity for master salesmanship in dealing with people

outside your business—whether they be customers or potential customers.

People are intelligent, as a rule, and will not long submit to having anything put over on them. The smart executive firmly believes in the fact that the general public, Americans at any rate, are fair in their actions once they know all the facts.

The public is a sort of passing parade. We succeed in our efforts to convince a portion of those who are directly in front of us today. But we have to be concerned with tomorrow, and the hope that some of those who have passed us by will come back, and others, out of range of our voices, will come within earshot of what we want to tell them. Today's profits are yesterday's good will, ripened.

The first requirement in sound public relations—which I like to interpret as *executive salesmanship*—involves *doing* much more than *saying*. This is the essence of the degree of good relationship between a company and the public. There is a big demand today for men who can freshen the situation with smiles and encourage others with the spirit of sincere service in place of selfish end-gaining.

In a small Philadelphia hotel one night a middle-aged man and his wife came in and inquired of the hotel manager where they might find accommodations. There was a convention in town and seemingly nothing available anywhere. To complicate matters, the man's wife was not well and appeared to be on the verge of physical collapse.

Even in this hotel, every room was filled. As the couple were about to turn away and leave, the manager stopped them with a friendly smile. "You two look all in," he said,

"and if you don't mind a small room—why, I'd be glad to let you have mine for the night."

That manager never even knew their names when he made the offer, and didn't ask for or seemingly expect any rewards for his generous courtesy. He just acted like a decent human being. The following day, however, the husband approached him and said, "You're the kind of man every hotel should have as a manager. I would like to build one for you. If that would interest you, please get in touch with me."

The guest who occupied the manager's room that night was William W. Astor. The manager was the late George C. Boldt. Known as one of the greatest hotel men of his time, it was Mr. Astor who built for him the Waldorf-Astoria Hotel.

Good service wins a good reputation; a good reputation warms up good will; good will begets confidence; and confidence creates more business. Try as you will to circle around that set of facts, you will always wind up in the same place.

Dr. Henry C. Link states, "The old psychology was a study of *how* the mind *thinks*; the new psychology is a study of how the mind *acts*." Not what people *think*—you or your public—but what people *do* is the important factor in good executive salesmanship. The common opinion that human nature is basically the same in important traits is a rather limited viewpoint and closes the mind to the infinite differences and changes which occur in people. When we consider creating good will, increasing sales, introducing new products, planning advertising and promotion campaigns, we must constantly keep in mind that whatever else human nature may be, people's buying habits are forever changing and require continual study and evaluation.

This also tips us off for the need for continually *telling* the public what you are doing, what you hope to achieve, how it will affect or benefit them—in groups, or as individuals. You may teach, preach, make music, discount notes, sue, judge, medicate, type, shave, trade in securities, print, write, rent, smash baggage, fry fish, deliver, cut meat, or can juices—it is all service of some kind and it needs selling.

At a convention in Chicago, A. C. Neilson of the famous research organization, presented the principle that all businesses should now become developed *from the outside in*, because for too long a period management has too frequently developed the various phases of its business from its own ideas, its own particular views and prejudiced opinions, and then moved it out to the public. But today, he suggested, the process must be one of understanding the public, and on the basis of such understanding, building the character of one's business. The progressive executive who exercises the right kind of "executive salesmanship" thus becomes one of the most strategic liaison men in such a process. He is a two-way street. Funneling information in—and doing promotion outwardly.

Advertising, promotion, exhibits, merchandising, and all the other tools are useless if you fail to perceive what people want, and fail to give it to them. They are equally useless if you fail to approach people on their basic levels of desire—a personal feeling of adequacy in money, jobs, business, advancement, etc.; a sex interest which covers the whole problem of men and women, children, family and home; an interest in their health; an interest in mass struggle—the conflict of life always present in the individual struggling against superior forces; and religion—the interest in his hope of a hereafter. You have to speak the language of the people.

These sales tools are also useless unless the public can accept without reservation the fact that the company they deal with is *human*. Whoever they come into contact with from your business—is *the business*! It is true that some people think of management personnel as machines—impersonal dictators. But do not be afraid of such prejudice. It is your job to acquire the master salesmanship which will help to overcome such beliefs about *your* business. It is up to you, and every executive in your company—regardless of your job—to sell the public, everyone with whom you come into contact, that the men who manage the affairs of the company are human—ordinary people out to do an extraordinary service for others.

Public sentiment is everything—the ultimate. With public sentiment on its side, no business can fail, and without it—no business can succeed. Executives who do everything possible to mold public opinion dig a lot deeper into their responsibilities than the brass hats who pronounce decisions and issue bulletins. The progressive executive, by his attitudes and conduct makes decisions and bulletins possible to execute—without him, decisions and bulletins are useless.

In a recent talk, Dr. Kenneth MacFarland, Superintendent of Schools, Topeka, Kansas, was telling about a meeting of businessmen which he attended. A tradesman asked one of the experts present, "Do you think it's possible in this day and age to conduct business according to the golden rule?"

The expert replied: "My friend, you can't do business very long according to any other rule—and I'm not off the beam! I'm talking business and I want to emphasize that there is *no business* in rascality nor in cheating people; there's *no business* in short weights, short measure nor in misrepresenting your merchandise; there's *no business* in lying or stealing; there's *no business* in discourtesy. If you

want people to come to your place of business, and keep on coming back, you had better treat them just as you would want them to treat you. As I understand it," he continued, "that's the golden rule. If you can't feel magnanimous about it, then be selfish about it, because it means good business for you."

In the majority of cases big business shies away from sensationalism in its public relations and wants dignified methods employed, not only in company-sponsored campaigns, but in its representatives and employees. You can aid in the winning of mass acceptance of your company, of your products or services, and of confidence in your reliability by master salesmanship in your personal methods. Let's see how business methods and individual contacting parallel each other:

Dealing with Public (Policy)

It is good policy to always please a customer, regardless of inconvenience, whether it is a refund, a replacement, or a repair. Good will is too valuable an asset to risk losing just because the matter at hand requires a slight inconvenience in the handling.

When an inquiry, complaint, or compliment is received from a customer, or stranger, it should draw a prompt letter of thank you and convey the proper information.

Dealing with Individuals (Conduct)

You might more readily give of yourself or your time, or inconvenience yourself in a more friendly and willing manner. It is better to risk time, or some material thing, than risk losing a friend, or future booster for your firm. Once gone you may never get him back.

You should be quick to thank people for favors, recommendations, gifts, or entertainment, even if it takes time to write. Promptness is the essential ingredient.

Dealing with Public
(Policy)

Whether a customer is nasty, mean, or unduly impatient, he or she should be accorded the same courteous attention given the better-mannered customer. No distinction is made for creed, class, or color.

A real effort should be made to keep a promise, whether it is a delivery, a service, a guarantee, or promise of a refund if not satisfied. Business must live up to its agreements. Quick explanations are a must when circumstances prevent the fulfillment of pledged obligations.

Appearances are important to create the proper impressions. Attractive offices, showrooms, pleasing packaging, neat take-home wrappings that do not unravel, are all important in dealing with customers and keeping them friendly.

A competitor should never be run down or belittled ex-

Dealing with Individuals
(Conduct)

You might try being patient with everyone. You might be more tolerant, less prone to impatience. You might—because your actions may be interpreted as being representative of what people can expect from the company which employs you.

You can be careful in your personal commitments so that you do not overreach yourself and thereby endanger the good will and respect of others through being unable to keep your word. No matter how trivial the item, when you obligate yourself, don't let the other fellow down.

Is your external packaging neat, clean, tidy, pleasing to the eye, and generally in keeping with your position? Even if you tend not to care, it is of real importance to yourself that others be pleased and not offended.

When you feel you cannot say anything good about

Dealing with Public (Policy)

cept behind the closed doors of a conference room. Even then it is better not to overlook a competitor's good points. Study your competitor with the idea of avoiding his mistakes. There are times when you may even find it desirable to compliment or praise your competitors, but it is poison to knock him.

Legitimate business will not make attempts to fool customers with fancy wrappings designed to cover inferior or otherwise cheap materials—not if they expect to stay in business.

The welcome mat should always be out for suggestions, ideas for improvements, and for constructive criticism. Not only should the welcome mat be out, but business should make a big show of appreciation for any and all comments—even including destructive criticism not acted upon.

Dealing with Individuals (Conduct)

people—don't say anything. Don't even think it. Study other people when an eye toward learning from their better qualities and abilities. If you must consider a person's bad qualities, do so from the point of view of avoiding those things in your own behavior.

Indications or claims of superior knowledge, superior abilities, or other things which you in reality do not have, should be avoided at all times. You must do this to retain a reputation for reliability.

When offered advice or well-meant criticisms, a quiet "Yes" or "Thank you" will go a long way—whether you follow such tips or not. Indicate that you are very appreciative of the interest such persons display by their advice.

There are many minor items which these major points may call to your mind. But I think you will have noticed how your mind went to the many flashy methods used by some fly-by-night firms to attract their customers, with rash claims scattered all over their ad space and those made by their personnel. By comparison you also must have recalled the many leading organizations in our country who have won your confidence and respect by more conservative, more reliable, more good will building public relations techniques. Also you can see how closely these things compare to the show-off, braggart, inconsiderate types of executives as against the reliable, self-confident, considerate types of executives whose strategy in conduct makes them master salesmen for their firms.

These comparisons aren't new. They are time-tried and pretty sure-fire elements in healthy public relations—executive salesmanship. If they were not—the efficiency and competition usually encountered in business would have combined to discard these methods long ago in favor of policies which would bring about the desired results.

Whether you are a tool-room supervisor, factory manager, senior accountant, treasurer, chief engineer, designer, personnel supervisor, assistant vice-president in charge of traffic control, or are employed in any other capacity which you may feel is not directly related to the sales department, one of the responsibilities of your position is that you understand the fundamentals of selling and familiarize yourself with them. I am not going to presume on your intelligence to the point where I would include the basic elements of what constitutes good salesmanship in this book. There are many good books completely devoted to the subject and many excellent short courses which would give such training. The knowledge or training would be of little use, however, if you are unable to express your-

self in a convincing manner. And this is something I should like to explore briefly.

If I am asked to measure a man, I watch him while his mouth is open. The bigger and better you are the less ambition you need to exercise by admitting it. Too many executives try to "sell" themselves first, and then try to "sell" their company on their own contribution to the general purpose of the company, instead of the over-all purpose and aims of the company.

Talking recently with Lee Brantly, Vice-President of Crowell-Collier Publishing Company, he confirmed my thoughts when he said, "Almost any executive in his outside contacts would better the public relations for his company if he worked harder to more truly interpret and reflect the ideals and aims of his company. Too many men are consciously or unconsciously *too interested in themselves.*"

I heard a merchandising executive address a group of consumers—*women*—and explain the details of his company's new merchandising program. For thirty minutes he talked about packaging, how attractive it was, and about counter displays to make it easier for the shopper to spot his company's products when they entered the stores, and about new methods developed for shipping and delivering the products in a fresher state to the point of sale. I knew that many of these developments were also cost-cutting improvements—but not once did this executive reach the best level of understanding of all with his hearers—*they could now buy his company's products for less money!* His audience only half understood most of his technical terminology and his talk would have been better received at a meeting of the American Marketing Association or some sales executive's club.

Leave your business, trade, or technical terminology in

the plant or office when you go out to meet Mr. and Mrs. Man-on-the-street. Not so long ago I was present at a party where an engineering executive of a television manufacturing company held forth for a few minutes on a fine new development his company had incorporated in their new television receivers. Everyone was interested—intensely so—for who doesn't want to own one of these new instruments for entertainment. After several minutes of what sounded like a class-room lecture to future engineers, an associate of his, better versed in the art of executive salesmanship, interrupted—and said, "What Harry means, is that you can have one of our new sets in a bright room during the day time and be able to see the picture just as clearly as at night when the lights are all out. In fact," he continued—having completely captured the interest and attention of everyone in the room—"you can now leave your room normally lighted in the evening, and still enjoy clear sharp pictures without the eye strain which often accompanied the older types of receivers."

An engineer—and responsible for at least two sales of his company's product in the next two weeks, for that talk sold two sets to people present who were on the verge of buying other makes. His engineer associate had forgotten to leave his technical vocabulary in the plant where it belonged. His conversation would have been forgotten within a few minutes.

During a chat with a friend of mine, Raymond C. Johnson, Assistant Vice-President of the New York Life Insurance Company, and an author of no mean abilities, we drifted into a discussion of vocabulary. We didn't agree with the director of a sales clinic, which we had both attended a short time previously, in his statement that, ". . . I could teach any man to sell insurance effectively

without the necessity for an extensive insurance (trade) vocabulary.”

“In my opinion,” Ray said, “he didn’t think over any too carefully what he was implying. We spend weeks teaching men the insurance vocabulary, for it is necessary that they understand such terminology to pass their examination for licenses. Once they have this terminology fixed in their minds, we encourage them with all the help we can give them *to do an intelligent ‘translation’ job when out selling insurance to people who are not familiar with the technical terms of the insurance field.* But they have to know our language first.”

It is important that every executive know the trade vocabulary of his business intimately, but it is also this intimacy which “breeds contempt.” We understand that which we are saying—*but does the other fellow know what you are talking about?*

Good executive salesmanship requires that you develop an ability at *flexible translation of your trade vocabulary* to the degree where you can intelligently address the single individual, or a group, without giving the impression of talking down to anyone. Oversimplification can be as bad as not enough.

I cannot stress too strongly the thought—*you* are the company to everyone with whom you come in contact, your family, friends, the general public, your immediate subordinates and employees. Master salesmanship is a must for dealing with these people—and for dealing with your own superiors. This constitutes one of the most important new horizons for the progressive executive who would like to step out of the narrow confines of his own job.

I would like to conclude this chapter with an account of a sales clerk who furnishes an example we cannot ignore.

A customer came to his cigar counter and said, "I want a pack of Paul Maul cigarettes!"

"Paul Mauls? Yes, sir," said the sales clerk.

A moment or so later another customer stepped up and asked, "Got a pack of Pel Mels?"

"Pel Mels? Yes, sir," the clerk responded.

A third customer came along after a while and said, "Give me a pack of Pal Mals."

"Pal Mals? Yes, sir," the sales clerk replied.

A bystander came over and addressed the sales clerk. "Say, I often wondered about something," he said, "just how are you supposed to pronounce the name of those cigarettes?"

The sales clerk said, "Just like the customer does. Yes, sir."

"EXECUTIVE OPINION IS . . ."

"What is the difference between a brass hat and a progressive executive?"

ARMAND J. GARIEPY, Administrative Assistant United States Aviation Underwriters, Inc., states: "The brass hat makes only surface impressions. The progressive executive penetrates the unconscious and causes his employees and associates to feel a deep sense of loyalty. The brass hat operates by a set of inflexible rules, while the progressive executive uses the rules merely for general guidance. The progressive executive operates by analysis, research, comparison, a desire to serve and serve well, and has an uncanny foresight on trends. He has an unusually fine manner in dealing with people. The brass hat is usually too busy, whereas the progressive executive seems to always have time for necessary things. The latter is also quick to rate, and recognize, good work. Finally, in my opinion,

the progressive executive is a healthy, well-informed man who is a leader of men and a student of human nature. Always a student—always abreast of the times. He usually thinks of his “obligations” rather than what is due him. He is a good salesman, for without the ability to convince, persuade and beget action of a voluntary nature, he realizes he would be that much less a success.”

LEE BRANTLY, Vice-President & Director of Advertising, The Crowell-Collier Publishing Company, reports: “To my way of thinking, the brass hat type of executive may be a man who is at least moderately successful and for that reason is very apt to ‘ride’ on his title and not to seek any new ideas or to exert the leadership on which his present success may have been built. The progressive executive on the other hand, is continually doing the things that make for *more progress*—never content with things as they are if better methods or means may be found.”

CHAPTER 13

Master Salesmanship—A Must!—Part 2

During a discussion on the problems of training junior executives, one of the men present told of a frequent experience in his company—the individual's lack of ability to express himself clearly in writing. "We feel that there must be something that can be done, perhaps in revising our training programs, which would help us overcome this handicap in otherwise fine executive material," he explained. "It is considered one of the more important problems we face because it involves issuing orders, corresponding within the organization, and communication with our customers and sources of supply. There have been serious complications because of poorly worded communications which could easily contain more than one meaning, according to the reader's interpretation."

In your daily routines you write for two purposes. You write to convey your ideas, your orders, your requests, to inform or instruct. You write an instrument for the purpose of making others think.

In his vocabulary structure, the average executive is as narrowly limited as he is narrowly confined to his concentration on his job. His lexicon of language seems so limited that he must resort to fumbling with odd or big words—to the confusion of his reader.

Plain, forceful, appropriate words are sufficient to put your meaning across.

In a small machine-tool plant, located on the third floor of a loft building in an eastern city, some of the workers used to amuse themselves during lunch hour in an elementary sort of way by dropping heated pennies to the side-walk below. Their amusement stemmed mainly from the reactions of John Citizens who tried to pick them up. The horseplay was finally traced back and the front office, through a supervisor, issued the following order:

TO ALL EMPLOYEES—MACHINE SHOP.

THE PRACTICE OF HEATING COINS AND DROPPING SAME FROM THE WINDOWS INTO THE STREET IS HEREBY FORBIDDEN. FAILURE TO COMPLY WITH THIS ORDER WILL RESULT IN SERIOUS CONSEQUENCES TO THE GUILTY PARTIES.

Signed: PERSONNEL SUPERVISOR

The problem continued. More complaints came into the office. They reached the attention of one of the bosses. He wasn't a fancy office executive. He had come up the hard way and was a part owner of the business. He immediately investigated. When he saw the above order tacked to the shop bulletin board, he tore it off. Asking for a piece of chalk, he went over to a dark gray space between two windows out of which the hot coins had been thrown, and in big letters wrote these words:

NOTICE!

ANY GUY CAUGHT THROWING HOT COINS OUT OF THESE WINDOWS GETS KICKED OUT OF HIS JOB ON THE SPOT. IF WE DON'T KNOW WHO DID IT SOMEBODY

GETS FIRED ANYWAY TO TEACH THE REST OF YOU A LESSON.

Signed: THE BOSS.

You guessed it. It stopped right then and there.

Simple, forceful wording of your message—right to the point. But in many of our communications we feel obliged to use the good forms of courtesy, face-saving devices, politeness in our requests, depending on the people who will read what it is we have to say in writing. But even here we tend to use stuffy, or even “heavy” style, when plain easy to write (and easier to read) words would serve our purpose much more effectively.

For example, a letter from a sporting-goods firm which wouldn't interest me for one minute might read, in part, “It has come to our attention that because of your interest in the art of self-defense you ordered a set of boxing gloves from our company, but that this merchandise has not yet arrived. We shipped, etc., etc.”

How much better this would read if it were written in this manner: “The boxing gloves you ordered were shipped etc., etc. We are sorry this delay happened and want to assure you that we are tracing the order immediately.”

Instead of trying to compliment me out of my complaint that I had not received the gloves, the first letter sounds like something suspiciously near to a run-around. The second letter would much more likely make me feel as though I were important, and the company on the hustle to satisfy my inquiry.

The youngsters of this generation have as much mental ability as those of other generations, yet many teachers will tell you that present sixth graders are unable to pass a third-grade reading test. Young people in business are

suffering from inadequate training in reading; high-school authorities have had to *soften* courses in order to permit more of them to remain in school and graduate. Colleges admit that many students fail because of inability to read.

Conversely, when questioned, several hundred personnel men agreed that the most common complaint in interviewing job applicants is that *they can't express themselves adequately*. If not in words—how can they expect to do it in writing?

"Be brief! Be brief!" an exasperated railroad superintendent counselled a maintenance-of-way employee who sent in reports that ran pages in length on trivial accidents. His next report was much better—"Dear Sir; Where the railroad was, the river is."

Abraham Lincoln once criticized a volume of Greek history for its tediousness. A diplomat challenged him on the basis that the author was one of the profoundest scholars—delving more deeply into the past than anyone had previously attempted. "Yes," replied Lincoln. "Or come up drier."

I have had a lot of correspondence with executives during the recent months in connection with this book (not those quoted) and there was but one in three who didn't ask me to "understand my rather limited abilities to express myself properly and I'll leave it up to you to put it in the right words." This is no indictment, and it is not meant to embarrass anyone. Few of us have had any instruction or training on how to convey our ideas in writing. Yet, if we would be master salesmen—good executive salesmen—we must cultivate this side of our abilities to keep pace with our other responsibilities. Too many of us, in our writing abilities, like Topsy, "just growed," and our errors invariably outweigh our capacity to put things on paper. Dictation instruments have been a big aid in

sponsoring clear, comprehensive messages because most of us can express ourselves better orally than in writing. But even here we frequently fail because we tackle the job like a man who has been asked to make his first speech.

I happened across a vacation folder not so long ago. Before I spring my next point, you might read the following excerpt from the first page of the folder:

"Alert with pristine life, Lake Superior is worthy of nationwide acceptance as the ultimate fulfillment of the vacation desires of every man, woman, and child. For healthfulness, fresh air, and varied kinds of entertainment, no place can boast more advantages than this great inland sea.

"You can't beat the sailing, the swimming, the cool evenings, and all the healthful fun of a typical seashore vacation at Lake Superior."

There is a famous axiom circulating among the bigwigs of advertising agencies when they examine ad copy. "Always cut the first paragraph as a matter of principle. The ad is always better for it." That wasn't employed in the case of the vacation folder. If it had been, the second paragraph certainly would have been a good starting point.

Take a few memorandums and letters from your own files the next time you have the opportunity, and look them over. See how short you could have made them and still leave your message intact. It can be done. The results will amaze you. I have seen speeches cut from one hour to thirty minutes without the loss of a single important point, or with any damage to the over-all idea being presented.

Assuming that you know good English, spelling, grammar, and punctuation, you might investigate each of the following items, using your own reports, letters, interoffice communications, and even items from other

people which might be useful in spotting things you shouldn't do, and to judge them for the purpose of showing you where your abilities in writing are weakest:

Construction: Is it confined to one subject? It is better to write two communications and avoid confusion than to send several ideas at once. Routing may be difficult at the receiving end. Filing may be difficult and result in errors or oversights.

Is it concise? There is no rule, because ten words may do in one instance, but one hundred necessary in another—and still be concise. Try the cutting technique suggested previously.

Is it complete? Does it convey what you have to say—no more, no less? Imagine the reader being in your presence. If you spoke those words would he know what you meant?

Is it courteous? Some orders may dispense with courtesy because of their official "demand" or "authoritative" nature. But make certain:—Is courtesy required? Has it been included? Don't overdo it—but make sure no one can argue that it has not been extended.

Details: Should you be friendly? Where friendliness is indicated, does your message convey it—has it a friendly tone? If you are a personal friend of the person to whom you are writing, do not include personal remarks in a business letter. Clip a separate handwritten note to your letter. Other businessmen may have to handle that correspondence.

Have you refrained from using obsolete words, clichés? Don't give away your behind-the-times attitudes in writing things which would carry that impression. Stay away from such stilted phrases as: "trusting to be favored"—"in response to yours of

even date"—"beg to advise"—"contents carefully noted" etc.

Have you been careful not to use too many superlatives? Some international problems are really *tremendous*, debts *gargantuan*, and warfare *horrifying*, but we can generally get by with such words as big, little, great, awful, etc.

Are your sentences short? Long, involved, sentence structure which conveys several ideas per sentence is difficult to read. Read it out loud—is it easy to understand? Keep your sentence structure short, punchy.

Are your paragraphs short? Long rambling paragraphs are as discouraging to look at, as to read. Confine each subject, or each idea concerning your subject, to one paragraph apiece, if possible. If your subject requires more than half a dozen sentences, break it up into two paragraphs.

Audience: Is the letter going to a business associate, outside contact, customer, stranger, or subordinate?

You will recall my reference to your trade vocabulary in the preceding chapter. Make sure you "write the language" of the person who is to read your message.

Does your communication invite reading? Is it clean in appearance, neatly typed or written, mechanically well prepared, free from smudgy erasures? Instead of your being the company in this instance, you take second place to your communication. *It* is representative of what one may expect from your company. *It* is the company. Are you satisfied that it is doing a good *executive selling* job for you?

Will people know who has written this message? Make certain that your identification is clearly understandable. Standard form for having your written

signature over your typed signature in business letters is not always practiced in inter-office or personal correspondence. Your name is important. Make it legible.

In a speech on advertising made by Elon Pratt, a New York advertising man, he said that many advertisers never learn to talk less about themselves and more about those to whom they would like to sell their goods or services. "Too much advertising," he said, "is written around the 'I' of the advertiser and not enough around the 'You' of the consumer."

That is a statement every executive should memorize and apply to all his writings and communications with other people. Remember the men who dropped hot coins down on the sidewalk. The personnel director merely conveyed an officious warning which reflected his own concern. The boss conveyed a message written around "You" the worker—quit or be fired on the spot.

The Baltimore & Ohio Railroad announced not very long before this writing that it had sent its publicity department back to school. The railroad management considered it a good idea in future to have its fare schedules, instruction books, and general publicity written in "tight, terse, tense prose." The motto of the department now is—no sentence over twenty words. R. M. Van Sant, the director of public relations for the B & O, is reported to be an excellent pupil. In his announcement of the project, his sentences averaged only twelve words each. This is an idea worth copying by many an organization—not only for the improvement of their advertising or public relations departments—but for all levels of supervisory and executive personnel. Most publicity and advertising departments are staffed by men who have received some

training in writing, but that cannot be said of men in other phases of business or industry.

Whatever your message, whoever your reader, whatever your idea, whoever you want to sell on the idea, every word conveys an impression of you, and an impression of your company. Proper expression in writing is another horizon the progressive executive must accept for intelligent attention, if he is to become the executive salesman the welfare of his business demands that he be.

"EXECUTIVE OPINION IS . . ."

"What do you think of the theory that every progressive executive should be a master salesman, regardless of his position or duties, if he is to properly represent his company and carry out his responsibilities?"

JACK LACY, President, Lacy Sales Institute, states: "I agree with you that every executive must be a master salesman. The measure of co-operation that he will obtain from anyone he attempts to influence will be based on his ability to *sell* his ideas and himself at their real value. In his dealings with the company, he represents his workers. In his dealings with his workers, he represents the company. And in his dealings with the public, he represents both. In any of these activities, if he has contact with one or more individuals he is continually attempting to influence the thinking of those people. *That is a job of selling.* You can call it public relations, employee relations, business dealings, or anything else, but when you finally sift it down into its last analysis, *it is a job of selling.*

"I would suggest that the average executive get into some kind of a course on salesmanship, public speaking, public relations, or anything which will help him to think con-

cretely about those things that help to influence the thinking of people. After completing such courses I would advise him to read continuously such publications as are devoted to salesmanship, public relations and employee relations. Training of this sort is a never-ending process. If an executive is to remain abreast of the times, he must arbitrarily set aside a certain amount of time during which he will read and absorb the ideas of others who are faced with the same problems which confront him. Much is being done in the way of research on all of these subjects and there are a good many publications such as *Sales Management*, *Printer's Ink*, *The N.Y. Sales Executive*, etc., which are doing excellent jobs of disseminating information on these subjects. Any executive would be wise to join organizations devoted to the furtherance of the particular business in which he engages."

JOHN W. DARR, President, Institute of Public Relations, Inc., states: "Many modern, well-managed companies now recognize that any individual employee who has contact with their customers or with any segment of the public is the spokesman for management. Being a spokesman and learning how to be a spokesman are most important. Several modern companies have recently employed specialists to teach their employees from the top-level men to the least important worker how to speak properly when they meet any representative of the public. These are good signs and should be encouraged."

"In your opinion, what are the differences which distinguish the brass hat type of executive from the progressive executive?"

DR. ABRAHAM P. SPERLING, Director, The Aptitude Testing Institute and Faculty Member, The City College of

New York, states: "In my opinion the difference between a brass hat and a progressive executive is a matter of personal 'security.' The progressive executive knows that he doesn't have all the answers and admits it by his *open-minded approach* to his employees and the issues of company policy and procedures. The progressive executive feels more secure in his position, and in his knowledge that he is equal to the task of defending himself on a logical and sound business basis regarding his actions or decisions. His progressivism is merely the psychological reflection which comes from *freedom* in the personal sense. He is a 'free man' in his business life and generally in his daily personal life.

"Now let's take a glance at the brass hat. What makes him the narrow-minded ultra-conservative which he usually is? My opinion is that he experiences a personal sense of inferiority and insecurity. His arbitrary manner and arbitrary rulings, which are never open to question, are born of his insecure fear that they never will stand up under just and logical appraisal. Denying just appraisal and just criticisms, the brass hat attempts to perpetuate himself and his systems—with all their shortcomings and weaknesses—by force of his vested authority. While such men have succeeded in the past, and some remain in successful positions today, more and more are losing their places to the progressive executives to whom we must look for business survival in the future."

CHAPTER 14

Exit Brass Hat—Enter Progressive Executive

Everyone has peculiar experiences which make them pause and contemplate on the inconsistency of mankind. I have had my share, but none have been as startling or as frightening, to me at least, as the iron-fisted policy attitudes I have uncovered while interviewing and contacting executives for material for this book.

While all personal contacts were extremely pleasant, and many of these very fruitful and informative, brass hat conduct and attitudes are now far more familiar to me than the attitudes of progressive executives because the latter are outnumbered by a large percentage. The movement toward progressive executive attitudes is under way, and that is good. Perhaps more executives will join in this self-improvement trend as they come into contact with progressive methods and see the results which may be attained through their use.

Typical among the interviews I have in my files are those which follow. Typical of brass hat policy and of individual brass hat attitudes. They need no explanations. For obvious reasons I shall not identify anyone.

CASE 1

Miles: "In your opinion, how should the average executive broaden his views and knowledge to avoid becoming too narrowly specialized in his own field?"

Executive: "Why don't you ask the president of my firm? I'm not allowed to make any statement or express my thoughts for publication. You can understand that. Company policy might be violated."

I certainly cannot understand it. Hitler, Stalin, or any other dictator—past or present—may decree that people think and express only approved opinions. Can business or industry be progressive when top-level executives are forced to confine their thinking and opinions to the lines laid down by one man, for fear of personal recriminations? My files have dozens of cases where this is a fact. Every executive in question is a general manager or a vice-president. I can sympathize with them, understand their reticence. They may not be brass hats—but their boss certainly is.

In matters of public utterances on the industry, the business, methods, products, or policies, it is understandable that such intelligence be considered and approved before release to avoid misunderstandings and the possibility of irresponsible statements. Should such generally accepted procedure be administered in severity to the degree that executive personnel develops a reticence or fear to even express personal thoughts or opinions? That sort of mental leash limits the use of individual intelligence and retards progressive thinking.

CASE 2

Miles: "I'd like some comments from you on the value of trade papers to the average executive as a means for keeping up-to-date in his field."

Executive: "I never read them. I've been in this business thirty years and do the same things over and over every

day. Trade papers couldn't tell me anything I don't know."

CASE 3

Miles: "What are your worst time-wasters and how do you manage to overcome them to make more efficient use of your time?"

Executive: "No comment. To admit I had any would tip the boss off that I waste time; if he read your book. No one gets past my secretary I don't want to see. Now, if that's all, I'd like to finish this letter to my wife before I go to lunch."

CASE 4

Miles: "What is the difference between a brass hat and a progressive executive?"

Executive: "That's a silly question. There is no difference. To me the boss has always been a brass hat. Now I'm boss and I give the orders around here—and I don't want any arguments when I give them. Does that answer your question?"

Miles: "Yes."

CASE 5

Miles: "In your opinion do too many bosses delegate responsibility without giving the proper amount of authority to carry it out?"

Executive: "I give orders and I want them carried out. If there is any authority to be used I'll use it. My people can always come to me for permission if they need it. How the heck do you think I can control my business any other way?"

CASE 6

Miles: "In your opinion what advantages for the average executive can be expected from membership in business clubs, trade organizations, service clubs, and the like?"

Executive: "Just a waste of time. Rather go to a good show."

CASE 7

Miles: "Assuming the average supervisory employee has had little or no training in proper human relations, how would you suggest this be remedied to obtain better middle-management vs. labor relations?"

Executive: "How should I know? I'm no expert on such things. When a man is promoted he should study up on things he doesn't know about. That's the way I had to do it. If any of my men can't handle the job I get men who can."

CASE 8

Miles: "In your experience do you find human values, such as personal dignity and good working conditions, of more importance in dealing with your subordinates and employees than money?"

Executive: "Money is all they are interested in. So many of our junior executives have been job hopping with the idea of making more money, then later coming back here for higher pay jobs, that the company decided to discourage the practice. We feel that they take information to competitors and in returning to better jobs here they made steadier employees dissatisfied with their own advancement."

Miles: "Discouraged the practice? How can you do that?"

Executive: "Not officially or on the records, of course, but word was passed down the line that any employee leaving the company in future will not be rehired under any circumstances!"

Miles: "But if the company hired men back at higher pay they must have gained outside experience of value. Company experience plus outside experience add up to a plus value in my book."

Executive: "We can buy experts from outside whenever we need them. Shifting personnel, particularly in specialized departments and middle-management, is more bother and trouble than it's worth. We want people to stay on their jobs."

Miles: "Can anyone or any organization stifle ambition?"

Executive: "We can sure try."

In a speech before the National Retail Dry Goods Association, Benjamin H. Namm, President of Namm Store, Brooklyn, stated: "Economic misconceptions in the public mind are largely the result of propaganda, statistical distortions and government name-calling, and these form the greatest obstacle to vigorous business progress." He went on to say, "We are engaged in a sort of civil war—government against business, management against labor leaders, and *vice versa*."

Some of these problems would settle themselves if we had a lot more of the progressive elements and thinkers, such as those whose opinions have been published in this volume, as a base for promoting better management-worker accord, better company-customer accord, less dictation and more co-operation.

Under these circumstances brass hats are about as helpful as fleas on a dog. They may keep the dog busy but it's a hundred to one he doesn't like it or put up with it

willingly. As Charles Luckman, President of Lever Brothers Company, said at a Sales Executive's Club luncheon talk, "What we did yesterday is a poor guide for what we must do tomorrow."

Addressing a group of business executives, Colonel Willard Chevalier, Executive Vice-President, McGraw-Hill Publishing Company, stated, "Normal business conditions as we knew them years ago no longer exist. There are no business norms today. Each progressive executive must be his own analyst because business has shifted from statistical analysis to operating analysis."

No executive may then be competent in analyzing and synthesizing his responsibilities unless he stops coasting on his past achievements; stops relying entirely on his own past experiences; broadens his knowledge of his business or industry; broadens his knowledge of allied fields which may affect his own position and his own field; does these things with a better basic understanding and willing practice of the best methods of executive leadership.

No real executive can fail to be sensitive to the freedom of expression—providing such expression is properly qualified with dignity and respect, and given in an objective manner. Nor can any real executive be so preoccupied or arrogant that he fails to get the point of view of the other fellow. It would seem to me that any executive should be so sure of himself, so willing to search out new ways and methods that he would invite complete freedom of expression from those within his organization.

The worst failings any executive can display in the conduct of his office are:

- a. Lack of confidence in his subordinates or workers.
- b. Lack of ability to select and train a responsible and reliable staff.

- c. Pettiness or meanness in his dealings with subordinates.
- d. Failure to organize and develop methods and procedures, and to see that all are familiar with them and adhere to them. Such methods and procedures should be the result of suggestions, discussions, and meetings with those who are affected by them and should reflect the general acceptance by all.
- e. Failure to clearly establish authority and acquaint all those affected by "who is responsible for what"—and to require that the lines of extended authority be adhered to, and made use of.
- f. Failure to keep himself informed on what competition is doing, and the condition of any other allied fields which may directly or indirectly affect his own.
- g. Failure to recognize his own shortcomings, or to engage in self-analysis on occasion to reflect on possible needs for improvement.
- h. Failure to explain most aspects of the business to the employees, and to the general public.

The progressive executive's personal characteristics are complex. Taken one at a time they are not too difficult to acquire. Many executives already have developed one or more of these characteristics. It would not take too much effort to complete the job.

1. *Job ability.* Is respected for his knowledge and assurance in his own work.
2. *Technical knowledge of the business as a whole, in which he engages.*
3. *Technical knowledge of the markets which keep his firm in business.* He is sensitive to variations, needs, changes.

4. *Good social development for company—public relations.*
5. *Good executive salesmanship abilities.* Can sell his ideas up or down from his own position. Considers his responsibilities from the viewpoint of how it affects ultimate point-of-sale transactions and satisfactions. Realizes that conduct, attitude, workmanship, packaging, communications, are as important in the final sale of his company's product or services as are sales and advertising efforts.
6. *Good planner and fact finder.* No wishful thinking.
7. *Ethical—sensibly realistic.*
8. *Intelligent.* And makes use of his intelligence.

As an additional aid for the average executive, the American Management Association offered their co-operation and gave me the unusual privilege of publishing a number of their tests for executive self-appraisal. These tests were selected on two points: *a.* They are self-evaluating. *b.* They are sufficiently authoritative to make the results accurate and informative.

There are psychological tests available for testing executives, but as usual they are so designed that only a psychologist could score and interpret them. For our purpose it would be a bit inconvenient to attach a psychologist, neatly wrapped in cellophane, with each test.

The tests to be presented here are excellent in content and design. They should provide whatever stimulus I may have overlooked to the further development of new horizons for executives along specific lines.

SELF-ANALYSIS QUIZ FOR SUPERVISORS AND EXECUTIVES

By REXFORD HERSEY *

Every supervisor and executive should be aware of his managerial weaknesses and strive to strengthen himself in these areas. However, few of those in established supervisory positions like to have their abilities tested or their defects pointed out to them. Here is a test which meets this problem by enabling the supervisor or higher-level executive to test and score himself on his knowledge of some of the basic functions of his job.

This test is designed to help you review some of the personnel and management functions a supervisor and executive must perform. The questions are intended to reveal possible weak spots which you should be aware of and try to overcome.

Ability to answer each question perfectly is no guarantee that you are an excellent supervisor. Knowing is not doing. Besides, the problems that follow are only a few of those that a supervisor encounters. However, one obviously cannot do the right thing unless he knows, intuitively or as a result of training, what it is and how to do it.

If you miss more than three of the questions in Part I, it will indicate that your knowledge of good supervisory practices is on the weak side and needs careful scrutiny. In the case of Part II (which is intended for those on higher supervisory or executive levels—or who aspire to such positions), more than four errors is indicative of weakness in knowledge

AUTHOR'S NOTE: In formulating this test, the author has supplemented original questioning with others, drawn from various sources, which he has found highly valuable in his training work; the discussions are wholly original.

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of managerial principles and in analytical ability.** However, the main point involved is not the answers but rather the reasoning back of the answers, which is discussed in each case. Thus these questions will have served their purpose if they are used to encourage self-scrutiny and free discussion of mutual problems among supervisors. Such individual and collective analysis is one key to business success.

The 87 questions are followed by their correct answers and the reasoning involved.

PART I

A. *The following True or False statements should be prefixed by a T or an F:*

- _____ 1. The employer is held responsible for a foreman's or supervisor's statements or actions whether or not the company officials know about them in advance or approve of them afterwards.
- _____ 2. Overhead costs do not include direct labor and materials.
- _____ 3. When reprimanding a worker, it is best to try to humiliate him in order to make the reprimand stick.
- _____ 4. An inefficient employee may be disciplined or discharged, regardless of whether or not he holds membership in a union.
- _____ 5. A command is the best way to issue instructions.
- _____ 6. A supervisor should always endeavor to have some spare work in reserve in case of a breakdown in the regular work schedule.
- _____ 7. Squelching false rumors promptly may help to avoid labor disturbances or a strike.
- _____ 8. A supervisor does not need to examine reports on which his name appears if they are made out by a subordinate who knows how.

** In scoring these tests, allowance must be made, of course, for language difficulties in the case of supervisors with poor educational background.

9. Initiative is an important trait in a man selected as an understudy or assistant supervisor.
10. *Final responsibility* of the supervisor for the work of his unit cannot be delegated to anyone else.
11. The more details a supervisor handles by himself, the better executive he is likely to be.
12. As long as he gets the work done, a supervisor does not have to set a good example to his men by his personal conduct.
13. If a supervisor knows all about the work to be done, he is therefore qualified to teach a worker how to do it.
14. The only purpose of time and motion study is to cut expense.
15. Poor housekeeping is not a common cause of accidents.
16. A written order tends to fix responsibility and prevent buck-passing.
17. Planning a supervisor's time cannot be done in advance, as too many unexpected jobs are always being given him.
18. Use of clean competition between squads or units is a good way to get more work done.
19. The supervisor doing the best job is the one who is always in the shop, loudly pointing out mistakes and spurring the workers on to greater production.
20. Lack of interest in their work accounts for more loafing on the part of workers than does mere laziness.
21. Employees who are injured while at work should receive immediate first aid or medical attention.
22. A worker's ability to do a given piece of work is always a sure sign that he is satisfied and properly placed.

- 23. Since a watchman does no heavy work, physical characteristics do not need to be considered in his selection.
- 24. A supervisor cannot be expected to train his workers. He is too busy running his job.
- 25. Detailed orders should usually be given to workers who have little knowledge of and experience in the work involved.
- 26. A supervisor should accept and carry out any order he receives from an important representative of another department.
- 27. A supervisor cannot maintain the respect of his men if he apologizes or admits a mistake; it is best to say nothing.
- 28. If a supervisor needs to make an example of a worker guilty of an extremely serious offense, a public reprimand is desirable.
- 29. The best thing a supervisor can do if he has a troublemaker in his department is immediately to recommend a dismissal for the worker.
- 30. A request generally elicits more cooperation than a command.
- 31. The only way to reward or recognize good work is to recommend a wage increase for the worker.
- 32. If a man is not a born leader, he must remain in the ranks; there is nothing he can do to acquire the traits of leadership.
- 33. The extent of a worker's schooling or education need not be considered in placing him on an ordinary labor job.
- 34. When demonstrating how a job should be done, the instructor should always break it down into small units of instruction.
- 35. When a lengthy, detailed order has been given, it

usually can be taken for granted that the worker understands what he is to do.

- 36. A supervisor in a good-sized department should never delegate any of his authority to a subordinate.
- 37. The only way to overcome laziness on the part of a worker is to discipline him severely.

B. *On the following, select the most appropriate statement by letter:*

—38. You propose to promote a worker to a higher position. He says, "I'm perfectly contented here." You should:

- a. Bawl him out for having no ambition
- b. Insist that he try the job
- c. Penalize him by not promoting him in the future though he requests promotion
- d. Put the advantages to him nicely, but hold no grudge if he still refuses
- e. Be happy you have at least one contented man in your group

—39. When a worker who is at the top of his rate range comes to you and asks for a raise, you should:

- a. Tell him he's getting more than he really deserves
- b. Say that you will take it up with your boss
- c. Agree with him that he deserves more but you can't do anything about it since he's at the top of his rate
- d. Explain honestly he is at the top rate of his classification; the only way he can get more is by improving his skill so he can be upgraded

—40. The best yardstick for definitely measuring a supervisor's accomplishment is:

- a. The number of accidents his department has
- b. The quantity of good work completed in a specified time

- _____c. The opinion of his boss
- _____d. What other supervisors think of his work

41. Good practice in giving orders is:

- _____a. Shouting loudly
- _____b. Taking understanding for granted
- _____c. Giving a man complete orders for a day or more
- _____d. Using language the worker can understand

42. Idle time on the job is most likely to be caused by:

- _____a. Poor working conditions
- _____b. Too much employee turnover
- _____c. The absence of a first-aid worker
- _____d. Loose or lax supervision

43. A written order is most helpful when:

- _____a. A supervisor needs to display his authority
- _____b. A worker is wasting materials
- _____c. Many complicated or different operations are involved
- _____d. The worker is shy or timid

44. A worker is most likely to be contented if he has:

- _____a. Regular employment
- _____b. An expensive automobile
- _____c. A nice home of his own
- _____d. As little work to do as possible

45. Workers placed with others who are not friendly or congenial are usually:

- _____a. Careless
- _____b. Dissatisfied
- _____c. Lazy
- _____d. Incompetent

46. A worker being taught a new job most frequently has difficulty because he:

- _____ a. Wants to pick it up in his own way
- _____ b. Is nervous or lacks confidence
- _____ c. Does not want to learn
- _____ d. Feels he will have to do more work if he is trained

47. One of the supervisor's duties which he can usually delegate to a subordinate is:

- _____ a. Taking an interest in his men
- _____ b. Eliminating false rumors
- _____ c. Issuing materials and supplies
- _____ d. Settling arguments among the men

48. The most important reason for placing workers properly is:

- _____ a. To prevent them from making complaints
- _____ b. To provide training in new skills
- _____ c. To satisfy organized labor
- _____ d. To get work done effectively

49. Among various traits required of a leader of men, the most important of the following is:

- _____ a. Sobriety
- _____ b. Ambition
- _____ c. A sense of purpose or direction
- _____ d. An impressive appearance

Questions 50-51-52 relate to the following statement:

When a worker asks his supervisor for permission to transfer, the supervisor should:

50:

- _____ a. Feel hurt and answer him heatedly
- _____ b. Tell him he can't be spared

- _____c. Find out courteously, and without hurt pride, why he desires transfer

51:

- _____a. Grant him permission to transfer if it is to the employee's immediate or future advantage
_____b. Try to convince him he is crazy to want a transfer
_____c. Refuse the transfer but send him to a superior supervisor

52:

- _____a. Tell him he can be transferred if he has someone trained for the job
_____b. Intimate that he lacks a sense of justice for leaving after so much effort has been expended in training him
_____c. If no one is competent to take over his job, get him to remain long enough to train a successor, then send him to the other department with your best wishes

Questions 53-54-55 relate to the following statement:
When you are reprimanding a worker, you should [*Check as many statements as apply*]:

53:

- _____a. Get all the facts
_____b. Be a little sarcastic
_____c. Use a little profanity, if it's a man
_____d. Threaten the worker
_____e. Scold the worker in public
_____f. Be sure it's deserved
_____g. Do it in private
_____h. Reprimand him promptly

54:

- _____i. Be specific in your charges
_____j. Be apologetic

- _____k. Give him no chance to reply
- _____l. Do not consider his feelings
- _____m. Talk straight
- _____n. Size up individual and vary interview accordingly
- _____o. Delegate the job to someone else

55:

- _____p. Rub it in occasionally
- _____q. Show worker how to avoid future mistakes
- _____r. Send worker away smiling
- _____s. Tell your wife about it later
- _____t. Tell him before he goes, that you regret he needed the reprimand but are sure he'll be all right from now on.

Questions 56-57-58 relate to women workers. Select by letter from the following those that are more generally true with regard to women workers as contrasted with men:

56:

- _____a. They tend to stick to a repetitive job better [does not refer to turnover or absenteeism]
- _____b. They get upset more readily
- _____c. They do what they are told; follow instructions
- _____d. They do not take things so personally

57:

- _____e. They get more satisfaction out of merely doing good work than having their work praised
- _____f. They are not so jealous
- _____g. They are slow to develop versatility
- _____h. A supervisor does not have to be so careful when reprimanding them
- _____i. Minor things cause most of the trouble

58:

- _____j. They are more ready to admit their mistakes
- _____k. With members of his or her own sex, a supervisor should seek to be friendly; with members of a different sex, a supervisor should be *friendly* but *impersonal*
- _____l. They are more loyal when convinced you are fair
- _____m. It is easier to change their frame of mind
- _____n. You *must* give women the same courteous, considerate treatment that you *should* give men.

PART II

A. *On the following, select the most appropriate statement by letter:*

59. In your capacity as a foreman, you are called upon to submit suggestions with regard to the reorganization of your department so that the business of the department can be carried on more smoothly. Of the following, the chief organizational principle in accomplishing such a purpose is that

- _____a. The widest degree of latitude must be given each sub-foreman and leader in his own group
- _____b. The store-room and tool-room must be centrally located in relation to the other activities of the department
- _____c. Each group, while distinct, must be able to work in harmony with the others so as to attain common objectives
- _____d. There should be an inverse relationship between the number of groups or sections and the number of departmental functions
- _____e. The character of activities rather than their purpose should determine administrative structure

60. It has been maintained by some company officials that there is an increasing need for adequate evaluation of administrative management by means of measuring devices. Of the following, the least valid criterion that may be applied to determine the adequacy of a proposed measuring technique is that it must

- _____a. Break down the administrative function into component elements
- _____b. Take into consideration the practical conditions under which the administrative officer operates
- _____c. Eliminate the element of personal opinion in application
- _____d. Not only be a valid device in fact but must be well-packaged and convincing in appearance
- _____e. Yield a diagnosis of strengths and weaknesses in particular areas of administrative ability

61. An adequate definition of efficiency includes the concept that efficiency

- _____a. Is achieved by producing the highest number of units of work at the lowest cost
- _____b. Varies inversely with the social benefits derived from the functions performed
- _____c. Must be considered not only in terms of cost and quality but in terms of workers' well-being and happiness
- _____d. Is in general a totalitarian ideal and not a democratic actuality
- _____e. Varies inversely with the cost entailed in performing the functions involved

62. Two of the supervisors under your jurisdiction are in constant conflict over the authority of one of them to consult certain records in the office of the other. Of the following, the most helpful action

which may be taken immediately to eliminate this friction is to

- _____a. Call both foremen into conference to explain the necessity for cooperation
- _____b. Ask each foreman separately to be more cooperative with the other
- _____c. Transfer the disputed records to a third foreman and center authority in the hands of this third person
- _____d. Reprimand both foremen
- _____e. Define the authority of each foreman

63. "Red tape is caused, not by an excessive amount of paperwork but by an utter lack of pointing a record system to a central purpose." The condition described in the quotation would not be remedied by satisfactory

- _____a. Coordination
- _____b. Executive control
- _____c. Scientific management
- _____d. Functional organization
- _____e. Administrative audit

64. After a union contract has been signed, labor trouble most frequently arises because

- _____a. The newspapers foment it
- _____b. Union leaders are afraid to bring their people into line
- _____c. Arguments arise over interpretation of the contract
- _____d. Foremen are too harsh and pigheaded in handling their workers
- _____e. Some people enjoy a fight

65. Your department is assigned an important task. Of the following, the function that you, as an adminis-

trative officer, can least reasonably be expected to perform under these circumstances is

- _____ a. Division of the large job into individual tasks
- _____ b. Establishment of "production lines" within the department
- _____ c. A substantial share of all the work
- _____ d. Checkup to see that the work has been well done
- _____ e. Preparation of a report to your superior on the general outcome of the work

66. Suppose that you have broken a complex job into its smaller components before making assignments to the employees under your jurisdiction. Of the following, the least advisable procedure to follow from that point is to

- _____ a. Give each employee a picture of the importance of his work in the success of the total job
- _____ b. Establish a definite line of work flow and responsibility
- _____ c. Post a written memorandum of the best method for performing each job
- _____ d. Teach a number of alternative methods for doing each job
- _____ e. Determine the possibility of combining closely related jobs

67. "Functional centralization is the bringing together of employees doing the same kind of work and performing similar tasks." Of the following, the one which is not an important advantage flowing from the introduction of functional centralization in a large department is that

- _____ a. Intra-department communication and traffic is reduced

- _____ b. Standardized work procedures are introduced more easily
- _____ c. Evaluation of employee performance is facilitated
- _____ d. Inequalities in working conditions are reduced
- _____ e. Adjustment of work flow to employee vacation or absence is facilitated

68. Effective committee conferences among bureau heads of coordinate rank are least likely to have as their primary purpose the

- _____ a. Coordination of specific functions
- _____ b. Formulation of broad policies
- _____ c. Execution of detailed plans
- _____ d. Standardization of operating procedures
- _____ e. Elimination of duplicated activities

69. Of the following, the purpose for which you would least frequently prefer the privacy of a personal conference with an employee under your supervision is to

- _____ a. Discuss his satisfaction with working conditions
- _____ b. Reprimand him for an error he has made
- _____ c. Determine the reasons for his frequent absences
- _____ d. Give him directions for a new assignment
- _____ e. Praise him for the excellence of his work

70. A brief questionnaire from a unit of the company in another city has been referred to you for urgent answer. Some of the questions are not quite clear. You should

- _____ a. Answer with an explanation of the basis for your reply
- _____ b. Use your own judgment and answer as best you can
- _____ c. Write a letter asking for additional information

- _____d. Return the inquiry with the statement that you cannot understand the questions
 - _____e. Refer the problem to a subordinate employee
71. Suppose that you are a supervisor with considerable correspondence to dictate daily. Of the following, the practice which should be most helpful in facilitating this dictation is to
- _____a. Call the stenographer a few minutes before you are ready, so that she will be available when you wish to begin
 - _____b. Dictate terse replies to all letters
 - _____c. Count the number of letters in advance, so that you can indicate the amount of work for the stenographer
 - _____d. Prepare in advance brief notes as a guide in dictating
 - _____e. Dictate in several sessions, calling the stenographer whenever there is a letup in your other work
72. In the department in which you are a supervisor, it is necessary to establish some systematic policy for the removal and destruction of old correspondence. Of the following, the best method for you to recommend for this purpose is to
- _____a. File all material; when the available room is filled, destroy the oldest material to make room for the new
 - _____b. File all material, but mark material of temporary value in some fashion; at regular intervals, destroy temporary material
 - _____c. File all material; when the available room is filled, go through the files and remove all useless material
 - _____d. File all material; when the available room is filled, destroy a sufficiently large representative sampling to allow reasonable room for future correspondence
 - _____e. File only such correspondence as will be of permanent value

73. In the past, problems of administration have frequently been regarded as matters that anyone could solve. Evidence that in recent years administration is being recognized as a professional area exists in the fact that
- _____a. Governmental functions have increased enormously in the last 75 years
 - _____b. The development of large-scale enterprise has removed the possibility of personal relations
 - _____c. Many regulatory administrative agencies with quasi-legislative and judicial powers have been created
 - _____d. Technical organizations and journals which discuss administrative problems are developing quantitatively and qualitatively
 - _____e. The center of gravity of the American administrative system has passed into the national government
74. Of the following, the one which is not a proper function of an accounting system is to
- _____a. Document the necessity for the expenditure of certain funds
 - _____b. Reveal the corporate financial condition
 - _____c. Facilitate necessary adjustments in rate of expenditure
 - _____d. Aid in the making of an audit
 - _____e. Serve as the basis for future fiscal programs
75. Suppose you are assigned the task of collating and modifying preliminary budgetary requests made by foremen in your department. Of the following, the reason which is the least acceptable for changing the amount requested by any single foreman is that
- _____a. The requested sum, when considered in relation to the purpose intended, is not sufficiently high
 - _____b. The work has been partially taken over by another department

- _____c. The requested amount, when considered in relation to the purpose intended, is not sufficiently low
 - _____d. Expenditures to comply with the foreman's request are either unwise or unnecessary
 - _____e. The money expended during the previous year was substantially lower than that requested during that period
76. Of the following, the least significant factor in determining whether last year's budget requests should be modified in preparing next year's budget for your department is the
- _____a. Expected change in personnel
 - _____b. Expected change in workload
 - _____c. Possibility of introducing improved methods
 - _____d. Increase of last year's budget allowance over the preceding year
 - _____e. Magnitude of the funds that will be available
77. You have been requested by your superior to develop a plan for improving the on-the-job training of the division. Of the following, the least valid consideration in initial presentation of your plan to your superior is
- _____a. Arrangement of the material in the plan
 - _____b. The proper occasion for presentation of the plan
 - _____c. Skill in bringing the matter to a decision
 - _____d. Recognition of hierarchical authority
 - _____e. Ability to present
78. In making periodic reports to your superior, you should keep in mind that the chief importance of the report lies in the fact that it
- _____a. Constitutes a document to which there will be frequent reference
 - _____b. Is a means of checking on your efficiency

- _____c. Is the basis of information handed on to the highest executive officers of the company
 - _____d. Allows your superior more effectively to exercise his functions of direction, supervision, and control
 - _____e. Clarifies issues and problems for you
79. It is commonly accepted as a desirable practice in personnel administration to prepare and distribute employee handbooks. One assumption on which this practice is not based is that it will
- _____a. Improve employee morale
 - _____b. Increase employee feeling of security by clarifying the company's policies
 - _____c. Enable the administrative staff to solve more quickly problems relating to the assignment of personnel
 - _____d. Ultimately result in sufficient savings to make up the cost of publication
 - _____e. Assist in training probationary employees
80. As a leader, you may find that a probationary employee under your supervision is consistently below a reasonable standard of performance for the job he is assigned to. Of the following, the most appropriate action for you to take first is to
- _____a. Give him an easier job to do
 - _____b. Advise him to transfer to another department
 - _____c. Recommend to your superior that he be discharged at the end of his probationary period
 - _____d. Investigate the desirability of reducing the standard
 - _____e. Determine whether the cause for his below-standard performance can be readily remedied
81. An employee under your supervision suggests a fundamental change in departmental organization. Of the following, the principle which should guide your attitude toward his proposal is that

- _____a. Organizational structure should be differentiated from administrative practice
- _____b. Constant re-valuation of organizational setup and practice is essential
- _____c. To be effective, organization must remain static
- _____d. To achieve progress, frequent and regular change is required
- _____e. Encouragement of criticism by employees will lead ultimately to a weakening of employee morale

82. Least valid as a guiding principle for you in building team spirit in your department is the idea that you should attempt to

- _____a. Convince the personnel that the work of the department is a worthwhile endeavor
- _____b. Lead every employee to visualize the integration of his own individual function with the program of the whole unit
- _____c. Express clearly all policies and procedures of a formal character to avoid misinterpretation
- _____d. Maintain impartiality by convenient delegation of authority in controversial matters

B. *Below are listed five questions, each of which is coupled with a fact. Below these questions are listed five choices, under one of which each fact accompanying the questions is best classified. From these classifications, select by letter the correct answer to each question, basing each selection solely on the fact presented with the question.*

- _____83. **Question:** Should the regular monthly report of your department's activities during October be submitted on November 8 instead of November 1?

Fact: The regular monthly report for October is due on November 1. Nothing very important has occurred during October. Your group is currently en-

gaged in a project, due to be completed by November 8, in which you are certain your superior will be greatly interested.

——84. *Question:* Should you continue holding regular conferences with supervisors under your jurisdiction?

Fact: Only one conference of the five held thus far has produced significant procedural improvements.

——85. *Question:* Are mailing costs excessive?

Fact: Mailing costs for a six-month period in 1940 are 22 per cent higher than for the comparable period in 1939.

——86. *Question:* Should Mr. Black be suspended preliminary to investigation?

Fact: You received an anonymous letter stating that Mr. Black, an employee under your jurisdiction, has performed an act somewhat deleterious to the welfare of your department.

——87. *Question:* Should there be a re-examination of the procedures utilized in responding to queries from other departments?

Fact: On the average, your office takes six days to mail replies to queries from other departments.

Correct answers are to be selected from among the following:

- a. Tends to indicate that the answer is negative, though additional data are necessary for conclusive proof.
- b. Proves conclusively that the answer is negative.
- c. Tends to prove that the answer is positive, though additional data are necessary for conclusive proof.
- d. Proves conclusively that the answer is positive.
- e. Offers no evidence to indicate that the answer is either positive or negative.

ANSWERS AND DISCUSSION

T 1. This question is especially designed to stress the fact that a supervisor cannot make statements, particularly about labor relations and union preferences, without running the risk of getting his company into hot water. A supervisor must make no statements about company policies and preferences unless he knows whereof he speaks, and is sure that it is politic to make such statements.

T 2. Overhead costs are those costs which, for the most part, are termed non-productive.

F 3. Though the falsity of this statement is obvious, in actual practice, unfortunately, reprimands are sometimes handled in this manner.

T 4. If it can be proved by adequate records that an employee is really inefficient, he may be disciplined or discharged regardless of his union affiliation.

F 5. Both the British and American Armies of today are relinquishing the psychology of arbitrary commands from above and are using to the fullest possible extent the democratic psychology of teamwork. In the industrial world, an emergency may make commands necessary, but ordinarily it is a poor supervisor who resorts to commands.

T 6. This is not always possible, but certainly a supervisor should plan to keep his people busy on some kind of productive work in case of a breakdown in the regular work schedule.

T 7. False rumors often breed considerable disturbance. It is the supervisor's duty either to squelch these at once and supplant them with the facts if he knows them, or to report the rumors up the line and request the facts so that he may pass them on to his people.

F 8. A foreman who signs his name to any report without at least glancing at some of its main points, to see that they are correct, is unwise. No matter how busy you are, check

the accuracy of any report to which you append your signature.

T 9. An understudy should be an alert individual, capable of searching out and suggesting new and improved methods of doing the work or handling the human relations part of the job. He should be a person who does things that need to be done or helps to correct mistakes without waiting to be told to do so. Note that he should *suggest new methods, but not put them into effect without authorization.*

T 10. The supervisor in charge of a unit or department, no matter what happens, is responsible for the work of those under him. He cannot pass this responsibility on to someone else.

F 11. It is a bad defect in many supervisors and executives that they will not relinquish details. Such a practice makes the subordinate feel he is nothing more than a robot, with no responsibilities and real duties of his own. The successful executive is the one who can make his subordinates feel they are working with him rather than for him.

F 12. The untruth of this statement is obvious.

F 13. The fact that a man is familiar with the work does not mean he will also be a good instructor. To be a competent instructor, a person, in addition to other capabilities, must genuinely like people and enjoy imparting knowledge to them and helping them to progress. He must also be well-trained in the proper techniques of instruction.

F 14. Besides cutting costs, motion and time study makes the work easier for the worker by minimizing unnecessary and fatiguing movements. It places tools, equipment, and materials in a convenient position to reach. It standardizes processes and methods, materials, tools, and equipment. It determines the time required by the average worker to do the task. It provides the worker a definite goal at which to aim. Confusion and lost motion are eliminated.

F 15. "Have a place for everything and keep everything

in its place" is a household adage that can well be applied to plant procedures. Littered aisles, material badly stacked, etc., are not conducive to safety.

T 16. The truth of this statement is certainly unquestionable. However, the question arises as to how generally this principle should be applied. If every instruction given your subordinates were to be written, there would be little time for anything else. In general, then, it might be said that the following instances call for written instructions or written information:

- a. When changes in company policies or practices are involved
- b. When finances are involved
- c. When decisions involving the well-being of an employee are made
- d. When instructions are complex, and the employee has not performed the operations previously
- e. When important figures are involved.

F 17. This is a very common and harmful fallacy encountered in almost all companies from the president down. No supervisor or executive can do his work properly unless he thinks ahead and prepares carefully all his moves in advance. Hopping in on a job and starting action without thinking the job through is not a proper course of action. Each supervisor should prepare a daily, weekly, and monthly schedule of activities. These should provide time and opportunity for changes on the basis of past experience.

T 18. When competition is not carried to extremes, it provides a sound and stimulating method of achieving high production. If, however, it should be carried to extremes and unfair methods tried, workers become disgusted and production is thus hindered rather than helped.

F 19. In many companies, the notion exists that a supervisor, to be efficient, must talk loudly and generally seem to be very busy. Such a notion is obviously wrong. The best

supervisor is the one who has the duties and responsibilities of the various jobs under his supervision clearly outlined. He teaches each person exactly what his responsibilities are, and trains him to carry these out efficiently and quietly.

T 20. Few workers who loaf on the job do so because they really want to. Most people prefer to do a good day's work of which they can be proud. A good supervisor will try to determine the causes of a worker's disinterest and take steps to remove those causes.

T 21. There is no doubt that an injured employee should receive immediate first aid or medical attention. The longer the wait until his injury is treated, the more serious the results may be. This is the reason why all departments should be inspected from time to time on the arrangements made to take care of various sorts of accidents which might occur. This usually means that there should be, in each group, several selected workers who are acquainted with the first-aid measures which should be taken in the care of various types of injuries and are trained to take the proper action.

F 22. One cannot deny that a worker who is unable to keep his production up to standard usually tends to become discontented. However, the opposite is not so true. Many employees are able to do their work quite well but still are unhappy because of poor relations with their superiors or other factors in their working environment. Or, again, they may be able to do more efficiently another job which they like even better than the one they are on.

F 23. Though a watchman has no heavy work to do, he still must make his rounds and must at least possess sufficient physical agility to cope with certain dangerous situations.

F 24. This question was included to call attention to a basic error which many supervisors make. They are so busy doing the foot- and hand-work of their jobs that they are, *so they think*, too busy even to supervise the training of new workers. Training is a basic responsibility of each supervisor and executive. Even though he may not personally conduct

the training, in every case it is his responsibility to see that a definite training routine is carried out.

T 25. This question was designed to stress the need for careful and specific instructions for new workers or workers transferred to new jobs. When a worker knows a job, he can be given more general instructions. However, the employee who is green at the job must be told carefully the exact steps to take and taught how to do it "one step at a time."

F 26. Naturally, a supervisor feels an impulse to carry out any order he gets from a high-ranking officer in another department. However, to heed such orders constitutes a definite breach of well-accepted managerial principles. Actually, the high official who gives such orders to a lower-ranking supervisor in another department is guilty of a grave breach of managerial etiquette. This applies to any order given in the usual line of business, not in case of an emergency, such as fire or riot. In such cases, the highest-ranking company officer present, unless the management has designated a specially trained officer to assume command, should take over, and all subordinate supervisors should obey his orders.

F 27. There is nothing that will sell a supervisor more quickly to his men than his openly admitting a mistake or apologizing for an injustice done. Just as it is wise to correct a man in private, so it is wise to apologize to him in public. The supervisor who is big enough and thoughtful enough to observe that principle will have little trouble with his people.

F 28. The discussion of the preceding question has provided the answer to this one. A worker who is intentionally guilty of an extremely serious offense should, in all probability, be discharged. A public reprimand is never desirable.

F 29. When a foreman finds a troublemaker in his department, is it not advisable for him first to try to find out why the man is a troublemaker? Many times so-called troublemakers are merely trying to attract attention and thus flatter their pride. Careful analysis of the worker may disclose the cause, and frequent conversation with him may lead him to change

his attitude. Perhaps if one supervisor cannot change him, a transfer to another group may assist. Certainly, before the man is recommended for discharge, every effort should be made to show him the error of his ways and, through advice, warning, and reprimand, to encourage him to improve. Only after all those steps have been taken and indicated in the man's record should he be recommended for dismissal.

T 30. Does anybody disagree that this is true?

F 31. An increase in pay is an agreeable way to reward an employee for good work, but it certainly is not the sole way. A literal or figurative pat on the back in front of his fellow workers, advancement to a more responsible position, recognition of his ability by his fellow workers are all ways whereby good performance can be recognized.

F 32. It would be a sad world if we could do nothing to improve ourselves. Many of the traits of leadership are techniques which can be acquired by anyone who is willing to make the effort and has at least average ability. Some men and women, it is true, seem to have been born with a natural talent for leading others, but even they can improve their ability by daily study and analysis.

F 33. Would it not be a waste of time and money to hire a college graduate for an ordinary laborer's job, unless he looked upon it as a way to future advancement? How much education a laborer has should be considered if we expect him to stay on the job. If we consider the question to mean "Can a worker have too little education for an ordinary laborer's job?", then perhaps the answer would be "No."

T 34. A job should be taught in learning units involving easily acquired sequences of movements. On the other hand, the significance of the separate units will be better appreciated if the learner is first given a bird's-eye view of the new job. Thus, if you were considering only the *initial demonstration* of the job and answered that this statement was "false," you would not be far off the track. However, only small units

of instruction can be given the learner at one time. (Note also answers to Questions 24 and 25.)

F 35. Most of us have a short memory-span. Were you ever given "detailed" instructions on how to get to a certain place, and did you remember them perfectly?

F 36. To insure a cooperative and smooth-running department, and to prevent himself from being burdened with details, a supervisor in a good-sized department must learn to delegate much of his authority to competent subordinates.

F 37. So-called laziness may be caused by many different factors: poor health, lack of proper training, worries on the outside, lack of interest in job, clash of personalities, etc. For these reasons, it is essential that the supervisor study each of his subordinates as an individual and attempt to learn as much as possible about his total situation in order to determine what remedy to apply.

D 38. Some men are not cut out for leadership, and it is better to leave them in a position where they are happy and doing good work than to force them into a position which will weigh heavily upon them.

D 39. This is another point where a supervisor gains nothing by beating around the bush. It is better to tell the man *honestly* where he stands and what he must do to earn more money. It should also be pointed out that his being upgraded will depend upon what vacancies exist in a higher bracket.

B 40. Can there be any doubt that quality production and low cost are the two factors that enable a firm to compete? The other three items mentioned are indicative and should be considered, but the principal one is the quantity of good work completed on schedule.

D 41. Certainly the orders given will do no good unless the worker understands them.

D 42. Lax supervision causes the worker to lose his re-

spect for the company, his interest in his work, and his willingness to work hard.

C 43. No comments seem necessary.

A 44. Security is one of the most important factors making for contentment in human life. Studies of workers' reactions have shown that they value it more in the long run than high wages.

B 45. The importance of having various teams or groups composed of congenial people is evident. Lack of congenial cooperation impedes the development of real efficiency.

B 46. Observation of new workers and talking with them should convince the most skeptical supervisor of the importance of helping to dispel nervousness and fear on the part of the new recruit.

C 47. Taking an interest in his men (and the other two duties—b and d—are really only aspects of this one) is the most important duty of any supervisor. A supervisor can be productive only through the co-operation of those under him. Unless he takes an interest in them, he cannot expect them to take an interest in him and in the company's success.

D 48. No comment seems necessary.

C 49. If a leader does not have a sense of purpose or direction in his life, he cannot be a true leader. From that develops such factors as "ambition" and "sobriety." During the war, a noted analyst of management problems said:

The men who are standing at their stations when the emergency draws to a close will be men with one attribute in common—an indomitable *staunchness* of *spirit* that literally feeds on difficulty and that draws its nourishment from the profound conviction that there is a *job to be finished*.

Workmen today and tomorrow want bosses who are proficient in action. They also want men who know how to *stand* against discouragement, danger, and difficulty, who have strength of spirit when others are downcast, who are cheerful when others are forlorn, who are determined when others waver.

C 50. Too often the first answer to a man who desires a transfer is "No." This is a basically wrong attitude to adopt. No man is so indispensable that he cannot be transferred. The least a supervisor can do is to examine his case sincerely and *honestly*.

A 51. If a man has the necessary capability and can improve himself through transfer, it is unwise for the supervisor to force him to remain in his department. Employees' morale is improved by the knowledge that their superiors are unselfishly interested in their advancement.

C 52. Few workers will hesitate to co-operate with their employer by loyally staying on the job long enough to train a successor when they feel they are not being given "the old run-around."

53. A—F—G—H; 54. I—M—N; 55. Q—R—T.

Little discussion seems necessary regarding most of these questions. A supervisor may, however, question somewhat the advisability of sending a worker away smiling after a reprimand. However, it should be remembered that a reprimand or correction does more harm than good when the worker goes away with anger or fear in his heart and without being shown how he can improve and hope for a better relationship in the future.

56. A—B—C; 57. G—I; 58. J—K—L—M—N.

The answers to these questions have been compiled from the answers of a number of supervisors in various plants who have had long experience with female workers. It is conceivable that the experience of some of those taking this quiz will lead them to disagree on some of these points.

C 59. Without doubt, one of the principal objectives of all organizations is to effect harmonious activity of all members toward a common goal. However, answer "a" is important once this principle is recognized. Unless the widest degree of latitude possible is given to each subordinate supervisor, he

will not be able to exercise his initiative and ability to the fullest extent.

D 60. The appearance of a measuring device certainly should not be looked upon as a criterion in determining whether it should be used or not. Its efficacy as a tool of measurement is the important thing.

C 61. While the concept in the first statement (a) is a recognized cornerstone of efficiency, modern management thinking tends to recognize equally the importance of worker well-being and happiness in the achievement of actual efficiency.

E 62. The first thing that the top supervisor in this case must do is to define clearly, in his own mind at least, the authority of each foreman. After he has done that, he should call both foremen into conference to make sure they understand the scope of their authority and the need for proper cooperation.

D 63. In this case, functional organization without any effort to secure proper coordination and executive control would tend to bring about a greater lack of coordination in the record system rather than to direct it to a central purpose.

C 64. The fourth statement (d) presents a situation that is all too frequently at the root of labor trouble; however, it is a situation that causes trouble both before and after the signing of a union contract. Where people live and work together, disputes must always arise, especially until a new contract is thoroughly understood by all.

C 65. No comment seems necessary.

D 66. No comment seems necessary.

D 67. In reality, it depends upon the individual situation whether "d" or "e" is given as the correct answer. For the most part, the fourth advantage (d) would seem to be the correct answer, however, since working conditions can be fairly easily standardized.

C 68. No comment seems necessary.

E 69. No comment seems necessary.

A 70. In order to save time, those questions in the questionnaire about which you were certain should be answered promptly. Your reply should state what you understood the other questions to mean and should answer them on that basis. The unit making the survey could then determine whether you had supplied the proper information or not. If not, a supplemental letter could be sent you stating the questions more clearly. If it took considerable time and effort to secure the answers, and you thought you might still be wrong, it would be permissible to answer those questions you were sure of and ask for additional enlightenment regarding those of which you were not sure.

D 71. Too many executives waste their secretaries' time by failing to have complex replies well organized in advance. In sorting the mail, the secretary should separate those items which she feels she can answer without help from the boss. He should glance over these immediately to see if she is correct. While she is answering them, he can go over his other mail and prepare the outline of the replies. Then, in case he is interrupted while dictating, he can readily take up the gist of his dictation when the interruption is over.

B 72. Observance of the second recommendation will insure that the files will not become indefinitely cluttered up with material that has no permanent reference value.

D 73. The growth of technical organizations and professional journals which deal with the subject and which have improved both quantitatively and qualitatively in recent years is without doubt direct evidence that the field of administration is being developed more and more as a professional activity.

A 74. An accounting system has nothing to do with the making of a brief to present reasons why certain funds should be spent. That is a function of the operating people, who must justify the inclusion of these expenditures in their budget or as an exceptional expense.

E 75. The amount of money spent last year in and of itself has nothing to do with the amount of money which is to be expended during the forthcoming year.

D 76. No comment seems necessary.

D 77. In presenting a plan for improving training, certainly the recognition of any sort of hierarchical authority need not be included in the plan. The other points mentioned, however, are all important.

D 78. No comment seems necessary.

C 79. No employee handbook is intended to enable the administrative staff to assign personnel more efficiently. Usually such a handbook is not designed explicitly to assist in training probationary employees. However, the employee manual may be of some use in training probationary employees to adjust themselves to the company, which type of training, however, has nothing to do with training for the job itself. "E" may be considered as the second-best answer.

E 80. No comment seems necessary.

B 81. No comment seems necessary.

D 82. He is indeed a weak executive who delegates the solution of controversial matters to subordinates. Nothing can destroy team spirit more quickly than the following of this practice by an executive.

B 83. There is absolutely no basis for even considering that a report dealing with the month of October should include events which took place in the month of November.

A 84. The fact that significant procedural improvements were achieved as the result of only one conference out of five does not indicate much *per se*. This development may actually have been the outcome of the five conferences, since all the others may have led up to a final highly productive conference. On the other hand, conference Number 1 may have been very productive and the others fruitless as regards procedural improvements. However, many other good results may come out of a conference, such as clarification of company policies, anal-

ysis of operating problems, introduction of new procedures. Certainly, much more evidence than is indicated is needed to justify the discontinuance of the conferences.

E 85. No comment seems necessary.

B 86. Action should not be taken against any employee until a sound basis for accusations made against him has been established through thorough investigation. Certainly an anonymous letter should never be made the basis for suspension.

C 87. No comment seems necessary.

The "Self-Analysis Quiz for Supervisors and Executives" is reproduced from *Personnel—Volume 23, Number 6* by special permission of the American Management Association, 330 West 42nd Street, New York 18, N. Y. Quantity prices on this test may be obtained by writing the association.

The second requirement in test material for executives is something which will help him find out where he is weakest in his knowledge of his over-all management responsibilities. Again the American Management Association has come up with a fine self-evaluation inventory which covers the major phases of this subject.

WHAT'S YOUR MANAGEMENT I. Q.?

A Test for Operating Executives, Supervisors and Foremen

Compiled by ELLIS H. WOOLLEY
Training Supervisor
Naval Supply Depot
Oakland, Calif.

Presented here are 100 questions that should give any operating executive or supervisor an idea of where he needs

to strengthen his job knowledge. The first group of questions deals with principles of management within the area of supervisor-manager responsibility. The second group covers the relationships of supervisor-teacher. The balance of the list deals with the personal development of the supervisor-leader and how he proves his ability.

The questions have been selected and developed to assist the administrator, manager, and supervisor to make a personal evaluation of himself; thus the testee should administer and score his own test. Naturally, the higher-positioned individuals should attain a higher score—certainly a top personnel administrator in an organization of several thousand employees should score close to 100, at least 90, to feel on the “sure” side. On the other hand, a score of 70 for a first-line supervisor would indicate a “good” start. In either case, a score of 90 or 70 means that one could well afford to undertake more training—advanced or elementary, as need be.

When referring to elementary training, it should be understood that method is not the requirement so much as principle—it is much more desirable in the long run to develop attitudes than methods, and attitudes are the product of principle rather than method.

The compiler would be inclined to require those showing a score of 90 or better to satisfy themselves that they are not likely to “slip” by assuming too much knowledge. To answer honestly whether they have read or studied a reasonable number of the following books (in school or out) would be some indication of satisfactory or deficient background. Just to make it a scoring proposition, can you match 8 or 9 of the authors correctly to the titles of these books? This particular selection has been made for its historical value—human relations in theory and fact—and these books are valuable guides in dealing with people. Accordingly, before you start on the 100 questions, try matching the titles with authors—and let the result be a challenge rather than a cause for discouragement.

*Titles:**Authors:*

A. The Republic	Veblen
B. The Prince	Rousseau
C. The Social Contract	Whyte (and others)
D. Wealth of Nations	Marx
E. The Federalist	Carnegie
F. Capital	Plato
G. Theory of the Leisure Class	Machiavelli
H. How to Win Friends and Influence People	Hamilton (and others)
I. The Managerial Revolution	Smith
J. Industry and Society	Burnham

THE 100 QUESTIONS

*(Answers follow the questions)**Use of words in reading questions:*

1. Complete the following alliteration:

An efficient and capable administrator, manager, or supervisor keeps clearly in mind that the parts of management are materials, machines, methods, money, and _____

2. Supply the missing word:

Some managers, administrators, and supervisors interpret _____ as meaning "doing for." This interpretation is entirely inadequate, as it involves action on the part of but one person, while actually *the word* involves the coordinated action of two or more persons: it means "working *with* others."

Match the following words by selecting those most appropriately reflecting the primary factors of each:

- | | |
|-----------------|--------------------|
| 3. Organization | () Policies |
| 4. Management | () Charts |
| 5. Supervisor | () Interpretation |

Multiple-choice questions—select one by letter:

6. The principles of scientific management as recognized in American industry were developed _____
 - (a) in ancient times
 - (b) during the recent war
 - (c) early in this century
7. The scientific method of modern management is identical to the method of _____
 - (a) the seven liberal arts
 - (b) physics
 - (c) religion
8. Certain management "methods" in particular enterprise draw much criticism, when criticism should rather be leveled at _____
 - (a) stubborn stockholders
 - (b) over-capitalization
 - (c) faulty organization pattern
9. The purpose of organization is to determine relationship and contacts together with _____
 - (a) working hours and pay scales
 - (b) limits and scope of responsibilities
 - (c) profits and losses
10. Records and system are both essential to organization. Records are usually considered more so because they _____
 - (a) require less "professional" development
 - (b) take up file space
 - (c) are more tangible
11. Concise reports that serve some really worthwhile purpose partially discharge responsibilities of _____
 - (a) subordinates
 - (b) customers
 - (c) stockholders
12. The line-and-staff type of organization is an outgrowth of _____
 - (a) the laws of Moses and Aaron
 - (b) modern industrial development
 - (c) a short cut to efficiency

13. Organization charts cannot achieve the best results without the character of _____.
(a) dualism (b) specialization (c) functionalism
14. Within the limits set up in the position description chart, supervisors are part of _____.
(a) worker groups (b) management (c) plant equipment
15. When instructions and orders follow the lines of authority, it is proper _____.
(a) staff advice (b) principle (c) channeling
16. When you ask an employee instead of his supervisor about another employee's work, you _____.
(a) hurt his feelings (b) jump channels (c) create disorder
17. The major function of a supervisor is to _____ management policies.
(a) formulate (b) interpret (c) ignore
18. When a supervisor misrepresents management, he _____.
(a) jeopardizes his own position
(b) stimulates management to get going
(c) takes the part of the worker
19. To perform a staff function in an organization is to _____ only.
(a) give orders (b) advise (c) interpret
20. Lines of supervision should be considered as lines of authority in which _____.
(a) advice is given
(b) Industrial Relations act
(c) all orders must flow
21. Clarification of responsibilities and authority makes for strong _____.
(a) policy-making (b) advice acceptance (c) supervision

22. An important part of every supervisor's job is to represent management accurately to the workers by _____.
- (a) reading the home town papers
 - (b) keeping them fully informed
 - (c) distributing the work load equitably
23. Basically, the supervisor has _____.
- (a) multiple responsibilities
 - (b) no "management" responsibilities
 - (c) a single duty
24. The terms *manager*, *administrator*, and *supervisor* have been used interchangeably in this quiz. This has been done purposely to _____.
- (a) confuse managers
 - (b) emphasize breadth of responsibility
 - (c) establish limits of supervision and management
25. If, as a result of organization charts, system, records, and reasonable work load, you are able to delegate all your routine work to others, you _____.
- (a) are entitled to promotion
 - (b) are doing all that the job offers for your talent
 - (c) conform to the best estimates of what a manager or supervisor should do

The following True-False questions on "The Supervisor as a Teacher" should be prefixed by a T or F:

26. _____ The first consideration of a supervisor is development of an effective working organization.
27. _____ An effective organization can always be built around a group of loyal employees.
28. _____ Instruction is a tool available to the supervisor for the purpose of increasing and improving production.
29. _____ The well-trained working force is a result of maintaining a large training department.

30. — The supervisor should see that all employees are sent to training classes.
31. — In planning for training, the supervisor should make a Trade Analysis preparatory to selecting those who are to be taught.
32. — The supervisor must be aware of the fundamentals of learning and teaching.
33. — It is an error to assume that others are equally interested in a subject that has management sanction or approval.
34. — Teaching is complete only when the learner has learned.
35. — Limitations of the lecture method of instruction include insufficient evidence of learner's understanding.
36. — Lectures may be supplemented by questions, illustrations, and charts.
37. — Small groups and individuals can best be instructed by the Direct Instruction Method.
38. — Study from text and recitation can be used to extend the time devoted to the subject.
39. — The number of "learning impressions" should be controlled by the instructor.
40. — A unit of instruction is generally a usable division of subject matter.
41. — Correctly phrased questions have value because they require active participation of the learner.
42. — When the workforce is constant and stable, training can be suspended.
43. — The modern supervisor considers current technical information necessary to job accomplishment.
44. — Training can be used to establish a strong relationship between the supervisor and the worker.

45. — In training a worker, the first thing the supervisor should do is show in detail how the job is performed.
46. — Another instruction rule is to emphasize how *not* to do the job.
47. — A good rule to follow in giving instructions or orders is to provide just as much information at one time as you possess, and put it in writing if necessary for emphasis.
48. — There is doubtful relationship between a versatile workforce and cyclical variations in production.
49. — Standardized procedures and schedules for instruction are desirable in repetitive operations.
50. — The attitude of supervisors and managers toward training should be one of sincere interest and willingness to teach.

The following True-False questions are based on Factors and Development of Leadership:

51. — A supervisor should make an analytical study of his responsibilities in order to develop planning, coordination, avoid weaknesses in the organization, and make effective use of people's capacities.
52. — Washington, Napoleon, and Lincoln are often referred to as born leaders; the man who is not a born leader is doomed to failure.
53. — A study of the actions of recognized leaders may greatly increase one's knowledge of leadership.
54. — Leadership qualities include knowledge of technical and mechanical elements, and personal characteristics of people.
55. — A good supervisor on a sizable project seldom delegates any of his authority to a subordinate if he anticipates satisfactory completion of the project.

56. ——— A supervisor cannot maintain the respect of his men if he apologizes or admits a mistake.
57. ——— Leadership is won or earned and is developed; it is not acquired by delegation or endowment.
58. ——— In attempting to improve his leadership, the supervisor must look forward and must forget his past actions which have led to failure or success.
59. ——— The supervisor's authority is final—his is the last word.
60. ——— The supervisor can delegate duties and responsibility, but ultimate responsibility of the supervisor for the work cannot be passed on to anyone else.
61. ——— If training is used to build a skilled and reliable working force, less of the other phases of leadership will be required of the supervisor.
62. ——— It is all right to "alibi" to an employee if you have a good excuse.
63. ——— The motivating factor among most employees is to be paid at the end of the week and to be told what to do.
64. ——— Most people are inclined to "ride hobbies" and place undue emphasis upon certain factors to the detriment of others.
65. ——— Many shortcomings are habits engaged in without conscious thought; having been acquired, they are often mistakenly held to be inherited and incapable of change.
66. ——— Misunderstanding is frequently the cause of imagined unfairness.
67. ——— An employee's private problems should have preference over the work load in case of a request for leave.
68. ——— Bullheaded people are usually conceited.

69. _____ Most people are sensitive to any suggestion that they lack the qualities of leadership.
70. _____ Establishing procedures and practices that save time, effort, and money are more important than building morale in an organization.
71. _____ Delegation of authority is associated with responsibility for getting the job done.
72. _____ A good supervisor supplies a complete plan of the job operation when delegating responsibility.
73. _____ A supervisor can often help a dissatisfied worker if he finds out which of the worker's needs or desires are not being met.
74. _____ The more details a supervisor handles by himself, the better executive he is likely to be.
75. _____ The major function of a supervisor is not to formulate policies but rather to interpret them and carry out procedures necessary to effect the policies in his particular unit.

Multiple choice questions—select one by letter:

76. Orders that are extremely detailed should be _____
(a) clearly stated (b) in writing (c) illustrated
77. A supervisor can go a long way toward improving his group working conditions when he takes time to consult _____ relative to work situations.
(a) an astrologer (b) the boss (c) capable employees
78. When orders are given that impose entire responsibility on the shoulders of the supervisor they are known as _____ orders.
(a) implied (b) suggestive (c) command
79. To get more cooperation, it is common to use _____ orders.
(a) implied (b) request (c) suggestive

80. To a group of experienced workers, it is common to use _____ orders.
(a) implied (b) command (c) direct
81. Though money is important, there are other factors which greatly affect the employee's job performance from day to day. They are generally headed by _____
(a) wine, women, and song
(b) family and home life
(c) educational background
82. The worker is most apt to be contented if he has _____
(a) regular employment
(b) an "easy" job
(c) his home paid for
83. The most satisfying reward to the average worker is _____
(a) overtime work assignments
(b) public credit for a job well done
(c) a pay raise
84. Uncongenial surroundings cause workers to be _____
(a) incompetent (b) lazy (c) dissatisfied
85. Proper placement and adequate use of talent is the responsibility of the _____
(a) hiring office (b) the supervisor (c) the employee
86. "Discipline" has several meanings and connotations. Because of its derivation from *disciple*, the supervisor should put _____ as the #1 definition in his use of the word.
(a) "penalty for breaking rules"
(b) "train to obedience"
(c) "educate oneself to the habit of conforming"
87. Misunderstanding of regulations, laziness, and lack of interest are subjects for _____.

- (a) discharge
 - (b) retraining
 - (c) reassignment or transfer
88. Some employees are fond of horseplay. Several remedies have been used to advantage in stopping the inclination, including _____.
- (a) buy him a horse
 - (b) send him home for a day or two
 - (c) give him more responsibility
89. There are several effective ways to reprimand a worker, if you must—particularly _____.
- (a) by humiliating him
 - (b) in a loud and spicy manner
 - (c) strictly in private
90. Squelching false rumors promptly may help to _____.
- (a) avoid labor disturbances
 - (b) keep management from complaining
 - (c) better supervisor relations
91. After a worker has been reprimanded or warned, the supervisor should make sure that he realizes the importance of his mistake by _____.
- (a) reminding him of it from time to time
 - (b) withdrawing privileges for a while
 - (c) helping to avoid repetition of the offence
92. Dissatisfaction is often due to a supervisor's failure to _____.
- (a) inform workers of changes in policies and procedures
 - (b) send birthday greetings
 - (c) reprimand while the matter is "hot"
93. It is often said "The real leader is not afraid of occasional mistakes." He _____.
- (a) places the blame on his people
 - (b) doesn't "pass the buck"
 - (c) never repeats mistakes

94. No supervisor is entitled to the confidence of his men until he demonstrates his ability to _____.
- (a) give orders
 - (b) get pay increases
 - (c) plan for them
95. Strikes can most often be avoided by use of which of these methods _____.
- (a) invoke the provisions of the Wagner Act
 - (b) early adjustment of grievances
 - (c) use of arbitration
96. A program activity designed to develop "beneficial suggestions" should _____.
- (a) pay large returns to inventors
 - (b) reduce absenteeism
 - (c) improve job satisfaction and vocational interest
97. To effect improvement in methods and techniques in his department, the supervisor should _____.
- (a) call in plant engineering
 - (b) assign the job to his crew
 - (c) apply work simplification methods
98. The present-day supervisor should know the correct answer to compensation problems of people in his organization because _____.
- (a) he can thus get them more money
 - (b) employees are better informed today
 - (c) they want to retire earlier
99. Types of compensation fall into three groups, namely _____.
- (a) light, medium, and heavy duty
 - (b) real, monetary, and intangible
 - (c) faith, hope, and charity
100. A system of employee efficiency and merit rating will prove of value in showing supervisor and employees_____.

- (a) safety factors
- (b) weaknesses and strong points
- (c) differences of opinion

ANSWERS TO 100-QUESTION TEST

(1) Men or manpower	(2) Cooperation	(3) Charts	(4) Policies
(5) Interpretation	(6) C	(7) B	(8) C
(11) A	(12) B	(13) C	(14) B
(15) C	(16) B	(17) B	(18) A
(19) B	(20) C	(21) C	(22) B
(23) A	(24) B	(25) C	(26) T
(27) F	(28) T	(29) F	(30) F
(31) T	(32) T	(33) T	(34) T
(35) T	(36) T	(37) T	(38) T
(39) T	(40) T	(41) T	(42) F
(43) T	(44) T	(45) F	(46) F
(47) F	(48) F	(49) T	(50) T
(51) T	(52) F	(53) T	(54) T
(55) F	(56) F	(57) T	(58) F
(59) F	(60) T	(61) T	(62) F
(63) F	(64) T	(65) T	(66) T
(67) T	(68) T	(69) T	(70) F
(71) T	(72) T	(73) T	(74) F
(75) T	(76) B	(77) C	(78) C
(79) B	(80) A	(81) B	(82) A
(83) B	(84) C	(85) B	(86) C
(87) B	(88) C	(89) C	(90) A
(91) C	(92) A	(93) B	(94) C
(95) B	(96) C	(97) C	(98) B
(99) B	(100) B		

ANSWERS TO "BOOK AND AUTHOR" MATCHING QUESTIONS

A. Plato	F. Marx
B. Macchiavelli	G. Veblen
C. Rousseau	H. Carnegie
D. Smith	I. Burnham
E. Hamilton and others	J. Whyte and others

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My attention has frequently been centered on people who are enthusiastic over a course of education, an instructive book, a new hobby. They enthuse—at the be-

ginning. As they get into their activity and find spots which are a bit weighty with detail, or a bit difficult to comprehend, or which require more than usual effort, that original enthusiasm begins to look a bit shabby and weak.

Many men who read this book will be in that sort of mental state by the time they get this far. My mother used to say, "When you have children you must expect those things." *Those things* were the illnesses, the troubles, the squabbles, the extra effort for mother and father, and all those little inconveniences which did not manifest themselves in the initial enthusiasm of parenthood when child was babe in arms. I might say, "When you have an executive job with executive responsibilities, you must expect to face and meet the necessity for a continuing process of *those things*—study, improvement, practice, inconvenience, results."

I have tried to write this book in the role of reporter. It has been difficult to refrain from telling you what to do when my objective has been to give you cause to *think* (with apologies to Thomas J. Watson of IBM.) My objective may also be translated into doubling your own resources. No progressive executive today can be so narrowly specialized that he relies on one thing, or trusts his future security to one ability, however pre-eminent. He must double up in everything, treble his knowledge if possible, especially the causes of his success and those things which tend to keep him in a successful position.

This guide for better executive attitudes is not perfect, nor is it complete. But things can only be enjoyed when complete. It will take intelligent thinking on the part of the individual, and the application of these principles, to make this work complete. I have done my part and it has taken many months. As my partner—will you finish the job?

"EXECUTIVE OPINION IS . . ."

"In my opinion the average executive is too narrowly specialized in his own field regardless of his vertical advancement. I contend that he requires a greater degree of horizontal development to be efficiently productive. What are your opinions in this matter?"

LAWRENCE A. APPLEY, President
American Management Association, Inc.

states:

"The individual in management *is* management. His success in management is management's success; his complacency is management's complacency; his bad performance is management's bad performance. He has great opportunity for accomplishment, and vast resources within his control.

"The state of mind that management must continually combat and which great leaders of American industry have exhorted their associates to fear is a kind of semi-soporific condition which is conventionally called 'complacency.'

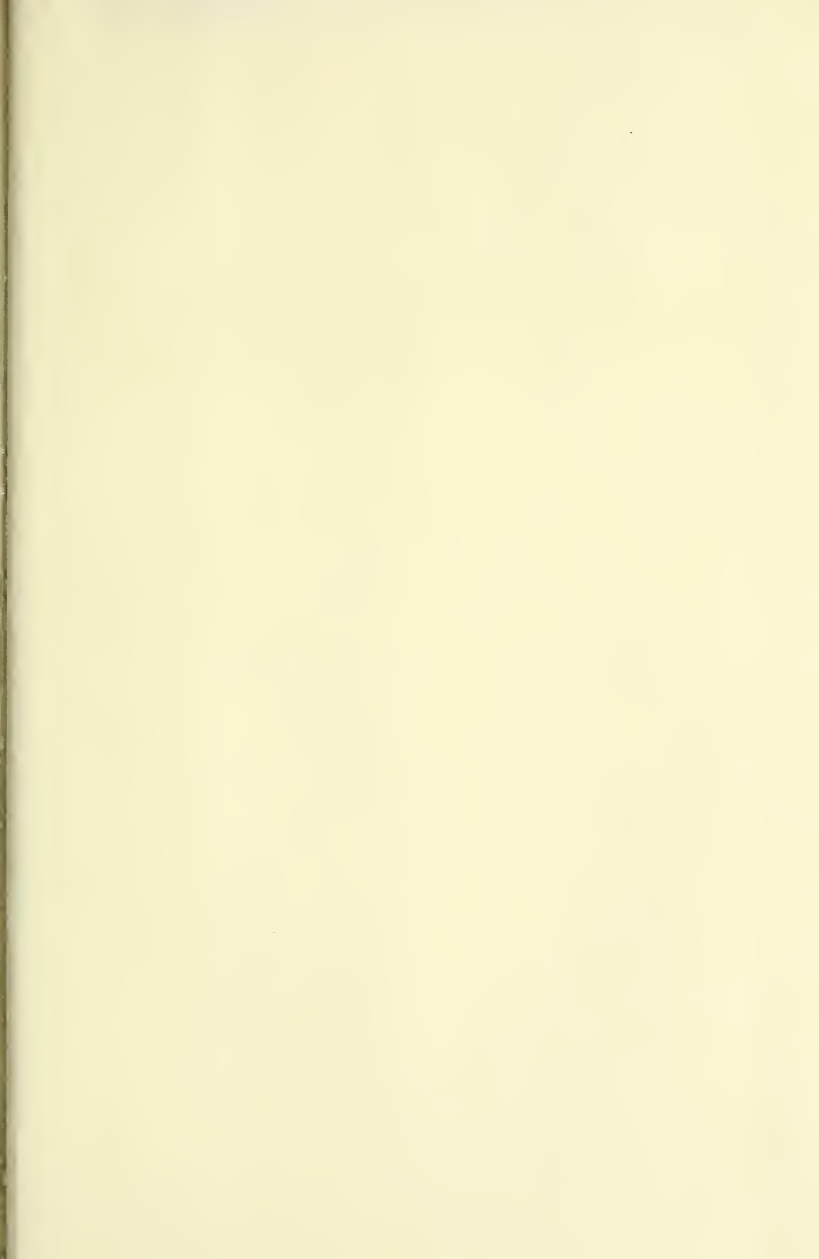
"One chief executive has said: 'I like men who after they do well in the job they are in charge of, are willing to *reach out*—reach out to improve upon the methods they are following, or reach out for more responsibilities.'

"One must realize there have been good, mediocre, and bad managers—meaning good, mediocre, and bad *management*. The good managers have made a great record, which is to the credit of American business. But in totaling up the score for the country as a whole, one can only guess at the amount of economic loss that can be accounted for by the missed opportunities of bad management and indifferent management. Nothing can be gained by deploring these

failures; but the challenge of the future to business is: Will it derive the most from the potential that exists by getting the fullest measure of return from creative ability, resourcefulness, and intelligence that reside within the individual who may be called 'a manager'?

"Here is the richest possibility of development."

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BD 21 80 34 19





Brass hat or executive. main

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